



CORPORATE PLAN 2024–2026

LAND ACKNOWLEDGEMENT

The City of Spruce Grove is honoured to acknowledge the land we work, play, and make our homes on as Treaty 6 territory, and the Métis Nation of Alberta Region 4. This is sacred land that holds the hearts, footsteps and spirits of many First Nation, Métis and Inuit Peoples, and in particular, Paul First Nation, Enoch Cree Nation, Alexis Nakota Sioux Nation, Michel First Nation, Alexander First Nation, and the Lac Ste. Anne Métis. We recognize and acknowledge Indigenous values, traditional teachings, ways of being, contributions, and historical inequities. The City is dedicated to Truth and Reconciliation to help in healing, and learning to build reciprocal and trusted relationships. We commit towards strengthening relations and building bridges with the Indigenous Nations whose traditional territories the City is located within.



Navigating the Corporate Plan

As a municipal government, the City of Spruce Grove is responsible for infrastructure, programs and services that directly impact the day-to-day lives of City residents. This includes development services, transportation networks (roads and trails), utility services and structures (water, sanitary sewer, stormwater and solid waste), and parks and open spaces, as well as funding community facilities such as the TransAlta Tri-Leisure Centre and the Spruce Grove Public Library.

The Corporate Plan outlines the resources required to deliver these programs and services, provide funding to the community, as well as implementing Council's vision for the City of Spruce Grove, as described in the 2022-2025 Strategic Plan.

Corporate Plan Outline

The 2024-2026 Corporate Plan outlines the fiscal strategies being used to meet the needs of the community today while planning for the needs of tomorrow.

This plan is comprised of five sections:

- **City Profile:** includes an overview of the City of Spruce Grove providing statistics about the City (e.g., population).
- **Strategy, Planning and Priority Setting:** includes the City's planning journey, how the Corporate Plan was developed and connects the Corporate Plan to Council's Strategic Plan.
- **Corporate Budgeting:** includes a high-level breakdown of the fiscal strategies included in Budget 2024.
- **Budget 2024:** includes detailed municipal, utility and developer operating and capital budgets.
- **City Structure and Functions:** includes how City Administration is structured by function and a profile on each department within the functions.

The Corporate Plan also contains appendices which include additional detail on the business cases prioritized for 2024 and capital profiles with costs in 2024-2026, the City of Spruce Grove's financial policies and a summary of changes to the Corporate Plan following the spring budget adjustment.

The Corporate Plan can be navigated using:

1. **Hyperlinks:** A link to the table of contents is included in the header throughout the document. As well, hyperlinks are available in the plan for ease of locating related information.
2. **Bookmarks:** Locations within this plan have been bookmarked enabling readers to quickly locate content.

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CITY MANAGER'S MESSAGE

I am pleased to introduce the 2024-2026 Corporate Plan and 2024 budget. This plan reflects the strategic and operational priorities needed to plan for the future while considering the needs of today, creating strong linkages to City Council's strategic priorities.

The 2024-2026 Corporate Plan balances fiscal sustainability with the opportunities that come alongside a fast growing and developing city. When developing the plan, Administration considered factors that impact the municipality as well as those that impact our residents. Those factors include current and forecasted growth in our city and the larger region, labour trends, inflation, the cost of living, commercial and industrial vacancy rates, development activity, economic growth, and most importantly, maintaining existing service levels the community has come to expect.

The City of Spruce Grove continues to grow at a fast pace. In the past 15 years, this community has grown significantly – nearly doubling to 38,985 residents. And, while it is exciting to be part of a growing municipality, it also adds pressure to maintain infrastructure and expand our services while sustaining current services we provide.

The role of municipal government is changing. Spruce Grove City Council is playing a greater role in the capital region, working alongside other municipal partners advocating for the community on a provincial level. Furthermore, to best deliver services at a community level, the organization is undergoing a restructure that will effectively support our growing and developing city.

Another change we see is that we are all experiencing higher costs for goods and services and, in some instances, longer lead times for products given global impacts to the supply chain. This has had an affect on the City's ability to deliver the services our residents rely on, need, and expect.

Considering these key factors, Administration has developed the 2024-2026 Corporate Plan with service delivery and fiscal responsibility at the forefront. As such, the Corporate Plan recognizes and levels out future year impacts to the taxpayer, creating stability for our community.

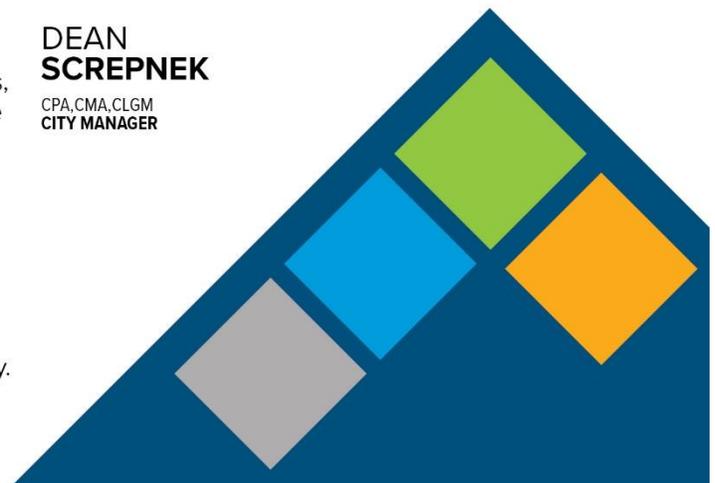
Following input from the Governance and Priorities Committee meetings in early November, Administration is bringing forward a municipal tax increase of 5.12 per cent for 2024, which is comprised of a 3.12 per cent general tax increase to support service delivery and municipal operations, the continuation of the 1.0 per cent dedicated revenue stream for municipal asset repair, maintenance, and replacement (RMR), and the continuation of a 1.0 per cent dedicated revenue stream to fund the operating expenses and capital expenditures of the Civic Centre. This continued tax strategy creates a foundation of long-term fiscal sustainability that supports our aging infrastructure and ensures we are meeting the needs of our community today, while also preparing for the future.

The 2024-2026 Corporate Plan includes a Reimagined Central Park and the new Civic Centre along with the additions of an Occupational Health & Safety Advisor, an Assistant Deputy Chief in Protective Services, and the implementation of a Community Outreach program, among other highlights.

Additionally, the Corporate Plan and Budget 2024 includes input from the Governance and Priorities Committee which is detailed on page 7 of the Corporate Plan.

At the City, we are dedicated to investing in and serving our community. The 2024-2026 Corporate Plan presents a balanced budget that plans for both our current needs and the future of our growing City. I am excited and optimistic for what our future holds.

**DEAN
SCREPNEK**
CPA, CMA, CLGM
CITY MANAGER



Governance and Priorities Committee

Deliberation Outcomes

On November 6-8,2023, the recommended 2024-2026 Corporate Plan was presented to the Governance and Priorities Committee for consideration and input. During the meetings, the Committee provided Administration with the following input:

- Increase the funding provided to the Spruce Grove and District Agricultural Heritage Society - Agra Fair Committee from \$8,000 to \$10,000 under the Public Budget Submissions business case.
- Reduce the proposed 2024 solid waste utility rate by \$3.43 resulting in a 40 per cent reduction to the estimated average monthly impact of the residential utility rate increase.
- Increase the on-demand transit service levels by providing Saturday Service 8 a.m. to 10 p.m. with two buses (Spruce Grove only) for a cost of \$108,000 or three buses (Spruce Grove and Stony Plain) for a cost of \$105,000 contingent upon the Town of Stony Plain approval of the second option. This was in addition to the proposed weekday service enhancements proposed under the On-Demand Transit Weekday Service - Service Reliability Enhancements business case.
- Initiate proceedings on annexation of Boundary Road and Administration to complete the detailed design for Boundary Road, including the final extension of Grove Drive at the approximate cost of \$400,000.
- Bring back to Council information on creating a Social Advisory Committee for the purpose of advising on social policies by the end of Q1 2024.

Impact on the Corporate Plan

The budget impact of the Committee’s input was incorporated into the 2024-26 Corporate Plan to be approved by Council. The Committee’s resolutions result in a property tax increase of 5.12% in 2024.



CITY PROFILE

The City of Spruce Grove is a vibrant, dynamic community of nearly 40,000 people.

Located just 11 kilometres west of Edmonton, the City offers housing options for everyone, excellent schools, sports, culture and recreation facilities, and a mix of businesses ranging from national retailers, shops, locally owned and chain restaurants, and professional services. The City's plans, services and ongoing operations are carried out by a workforce of more than 300 employees who are overseen by four general managers and a City Manager who reports to Spruce Grove City Council.

As a municipal government, the City of Spruce Grove is responsible for overseeing the infrastructure, programs and services that most directly impact the day-to-day lives of City residents. This includes areas such as roads, recreation centres, libraries, community water systems, and parks and trails. Spruce Grove works in partnership between Council, Administration and residents, respecting community needs and aspirations while delivering quality services.



SPRUCE GROVE SNAPSHOT

SPRUCE GROVE, ALBERTA, IS A VIBRANT, DYNAMIC CITY. LOCATED JUST 11 KILOMETRES WEST OF THE PROVINCIAL CAPITAL OF EDMONTON, IT BOASTS A MIX OF INDUSTRY, COMMERCE AND COMMUNITY THAT MAKE SPRUCE GROVE A GREAT PLACE TO LIVE, WORK AND EXPERIENCE COMMUNITY.



32 CITY FACILITIES WITH
A TOTAL COMBINED SPACE OF
481,217 ft²



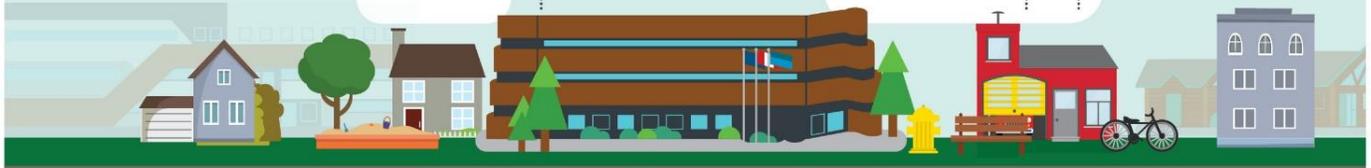
2022 COUNCIL MEETINGS
AND COMMITTEE OF
THE WHOLE MEETINGS



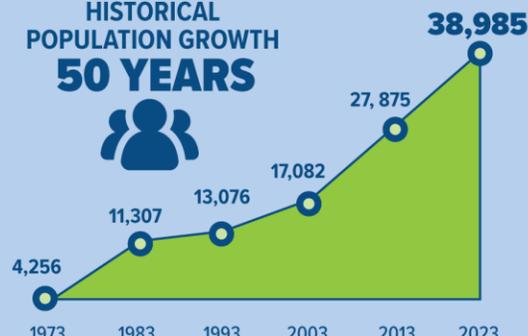
4,011
INCIDENTS RESPONDED
TO BY SPRUCE GROVE
ENFORCEMENT SERVICES
IN 2022
(WITHIN SPRUCE GROVE)



3,563
INCIDENTS RESPONDED
TO BY SPRUCE GROVE
FIRE SERVICES IN 2022
(WITHIN SPRUCE GROVE)

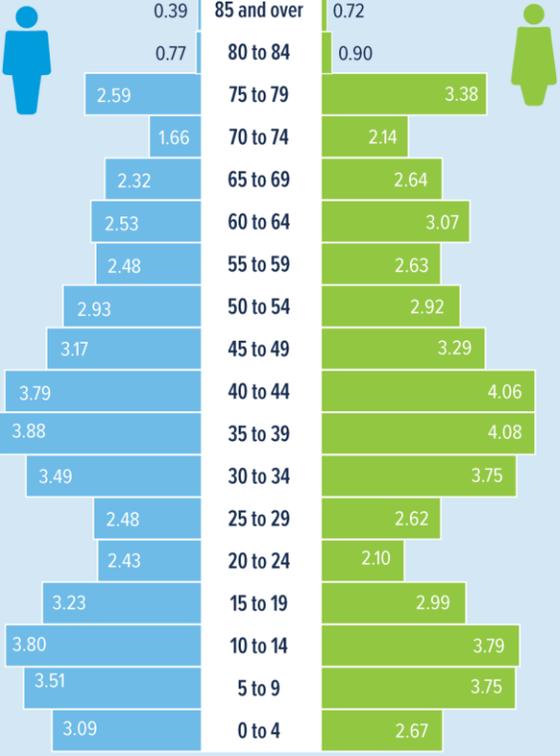


CENSUS 2023 HIGHLIGHTS

<p>CURRENT POPULATION</p> <p>38,985</p> 	<p>AVERAGE ANNUAL POPULATION GROWTH RATE 2013-2023</p> <p>3.41%</p> 	<p>HISTORICAL POPULATION GROWTH 50 YEARS</p>  <table border="1"> <caption>Historical Population Growth (1973-2023)</caption> <thead> <tr> <th>Year</th> <th>Population</th> </tr> </thead> <tbody> <tr><td>1973</td><td>4,256</td></tr> <tr><td>1983</td><td>11,307</td></tr> <tr><td>1993</td><td>13,076</td></tr> <tr><td>2003</td><td>17,082</td></tr> <tr><td>2013</td><td>27,875</td></tr> <tr><td>2023</td><td>38,985</td></tr> </tbody> </table>	Year	Population	1973	4,256	1983	11,307	1993	13,076	2003	17,082	2013	27,875	2023	38,985	 <p>AVERAGE AGE 39.2 YEARS</p>
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2023	38,985																

TOP 3 NEIGHBOURHOODS BY POPULATION

1. Harvest Ridge – 3,438 (8.82%) 2. Spruce Ridge – 3,398 (8.72%) 3. Aspenglen – 2,359 (6.05%)

 <p>GENDER</p> <table border="1"> <tr> <td>49.00% Female</td> <td>46.58% Male</td> </tr> <tr> <td>4.20% Prefer not to answer</td> <td>0.22% Another category</td> </tr> </table>	49.00% Female	46.58% Male	4.20% Prefer not to answer	0.22% Another category	<p>LENGTH OF RESIDENCE IN SPRUCE GROVE</p> <p>More than 5 years: 66.43%</p> 	<p>HOUSING TYPES</p> <table border="1"> <tr> <td>60.97% Single detached</td> <td>15.46% Semi-detached</td> </tr> <tr> <td>6.12% Row housing</td> <td>12.81% Multi-unit dwelling</td> </tr> </table>	60.97% Single detached	15.46% Semi-detached	6.12% Row housing	12.81% Multi-unit dwelling																																																			
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<p>RACE/ETHNICITY</p> <ul style="list-style-type: none"> WHITE EUROPEAN DESCENT 76.31% EAST OR SOUTHEAST ASIAN 4.25% INDIGENOUS 3.96% MIXED-RACE 2.69% SOUTH ASIAN 1.58% BLACK 1.40% LATINO 0.76% MIDDLE EASTERN 0.29% ANOTHER RACE CATEGORY 0.60% 																																																													

Strategy, Planning and Priority Setting

Planning Hierarchy

The City of Spruce Grove utilizes a planning hierarchy in its planning process aligning strategic and corporate planning to budgeting and departmental goals.

The planning hierarchy begins with the Municipal Development Plan (MDP) and flows through to department business plans. The MDP is a comprehensive plan that provides a framework for the growth of the community over the next 20-30 years and is updated every 10 years. As an overarching, community informed plan, the MDP provides guidance to all City departments at a broad level.

Next in the hierarchy is [Council's Strategic Plan](#). The Strategic Plan guides Administration in their work and sets the priorities of the City for the four years of the plan. Some of the goals, objectives and actions are more immediate and short term, while others are longer term and will contribute to the outcomes of future Councils. Each goal, objective and action that requires further investment are considered and assessed through the City's annual corporate planning process.

The Corporate Plan is a three-year plan connecting the themes, goals, objectives and actions from Council's Strategic Plan to the resources required. As well, the Corporate Plan details the operational programs and services the City has planned for the duration of the plan.

Additionally, a three-year view of the budget is included in the Corporate Plan creating a line of sight to the City's long term fiscal strategies. Council approves the annual budget included in the Corporate Plan. This approach sets the direction for the future and enables both short and long-term planning.

Informed by the Corporate Plan, department business plans define the departmental goals for a given year. The department business plans are developed to detail the work that will support and inform program and service delivery.

The planning hierarchy enables the City to effectively vision and plan for the future of the community and effectively deliver on its programs and services.

Municipal Development Plan
(10 years)

Council Strategic Plan
(4 years)

Corporate Plan
(3 years)

Department Business Plans
(1 year)

Building the Corporate Plan

The Corporate Plan outlines the resources required to deliver programs and services, provide funding to the community, and implement Council’s vision for the City of Spruce Grove as described in the 2022-2025 Strategic Plan. From building roads and maintaining parks, to hosting events and planning for new growth, the City is responsible for managing a wide portfolio of local programs, services and other amenities which are all reflected in the Corporate Plan.

The corporate planning process is detailed below.

Corporate Planning Process	
January-March	Supporting materials for the corporate planning process are developed.
March	Corporate planning process is initiated.
April-May	Business cases and capital profiles are developed by departments.
June	Draft budget is developed. The Corporate Leadership Team reviews the draft budget and prioritizes business cases and capital profiles.
July-September	Financial analysis of the draft budget and proposed business cases and capital profiles is conducted. The Corporate Leadership Team reviews the updated budget.
September-October	The Recommended Corporate Plan, budget highlights and associated materials are developed in preparation for the November Governance and Priorities Committee budget deliberations meeting.
November	The Recommended Corporate Plan is presented to the Governance and Priorities Committee for budget deliberations. Recommendations from the Committee on changes to the Recommended Corporate Plan are incorporated and the Corporate Plan is finalized.
December	The finalized Corporate Plan is presented to Council for approval.
Spring 2024	Spring budget adjustment, which reflects changes to ongoing operating revenue and expense budgets prior to setting the property tax rate for 2024, is conducted.

Strategy, Planning and Priority Setting

Engaging the Public

Public feedback was a key input into the development of Council's 2022-2025 Strategic Plan. In addition to incorporating feedback into the Strategic Plan, the community was also invited to ask questions about the budget on the first day of the November 2023 Governance and Priorities Committee meeting.

Throughout the year, Council meetings are open to the public to provide community organizations and the general public with an opportunity to observe Council proceedings, stay informed on the latest issues in the community and to present to Council. Meeting agendas and minutes are available at sprucegrove.org/Agenda. Meetings are live streamed at sprucegrove.org/LiveCouncil.

As well, each year, residents and community groups have an opportunity to make a public budget submission to the City of Spruce Grove for consideration. For the 2024-2026 Corporate Plan, public submissions were accepted digitally until July 7, 2023 and those who submitted a public budget submission were provided with the opportunity to present their request to Council at the September 11, 2023 Council Meeting. For more details on the public budget submissions, see the public budget submission business case in [Appendix A](#).



COUNCIL'S STRATEGIC PLAN

Council's Commitment to the Community

City Council's 2022-2025 Strategic Plan sets the priorities and goals Council wishes to accomplish over the course of their term. It guides Administration in serving the community and is a foundational element to the development of the Corporate Plan.

The Strategic Plan reflects Council's commitment to the community and serves as the roadmap Council is taking for its current term. The Plan was designed to be a living document and is reviewed annually to ensure it continues to capture Council's goals and priorities. The Strategic Plan includes four themes:



Community Connections



Environmental Sustainability



Economic Prosperity



Governance in Action

Within each of these themes are a series of goals, objectives and actions. Some of them are more immediate and short term, while others are longer term and will contribute to the outcomes of future Councils. Each goal, objective and action that requires further investment have been considered and assessed through the City's annual corporate planning process and outlined as part of this Corporate Plan.

The full Strategic Plan can be viewed online at sprucegrove.org/StrategicPlan.



2024-2026 Corporate Plan: Investing in Our Community

From building roads and maintaining parks, to hosting events and planning for new growth, the City is responsible for managing a wide portfolio of local programs, services and other amenities which are all reflected in the Corporate Plan. The focus of the 2024-2026 Corporate Plan is to outline the fiscal strategies being used to invest in the City to meet the needs of the community today while planning for the needs of tomorrow.

The City of Spruce Grove continues to grow at a fast pace. As Spruce Grove's population has nearly doubled to 38,985 residents in the past 15 years, it is imperative that investment in the municipality continues so Administration can properly respond to this growth. Although this continued growth is positive and demonstrates how the City is developing, it puts pressure on maintaining infrastructure, sustaining the current services provided, and expanding services to continue to support our residents.

In addition, the City's program and service delivery is continuing to evolve given the increasing complexity to service delivery. Accordingly, it is prudent to have the right expertise in place to support the needs and opportunities of a growing city. Where possible, the City has made changes to its operations to optimize the current operating budget to ensure efficient use of existing resources. Yet, the community's continued growth and expansion of the services offered by the City creates a need for new resources as identified in the [Investing in the Municipality](#) section of this plan.

Administrative processes around financial information, reporting and budgeting also evolved this year to be more robust and transparent to support data-driven decision making.

Administration uses several indicators to guide planning, budgeting and service delivery. These indicators enable the City to improve decision making, continuously improve programs and services, and enhance transparency. When developing the Corporate Plan, Administration considered factors that impact the municipality as well as those that impact our residents. The factors considered are detailed below.

Assessment and Growth Projections

A significant driver of City revenue is economic activity, which affects the number of taxable properties, influences construction activity and impacts the demand for City services. An economic indicator considered by the City is real assessment growth which results from physical changes to properties in the municipality including new construction and renovation. It is projected to be 2.86 per cent in 2024, 3.38 per cent in 2025 and 2.15 per cent in 2026. This has an impact on the revenue the City collects.



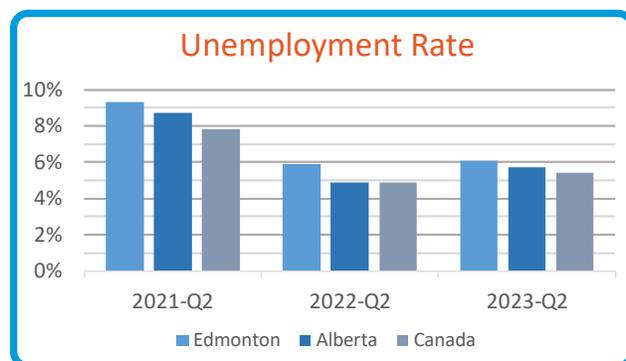
Assumptions for growth in 2024 were based on the understanding of the economic and fiscal landscape as of summer 2023. Factors considered when determining real assessment growth include recent development, planned development, and the impact of the market on this development (e.g., interest rates).

If the actual economic activity differs from what is expected, many of the key revenue and expense projections may be significantly affected.

Economic Indicators

Labour Force Trends

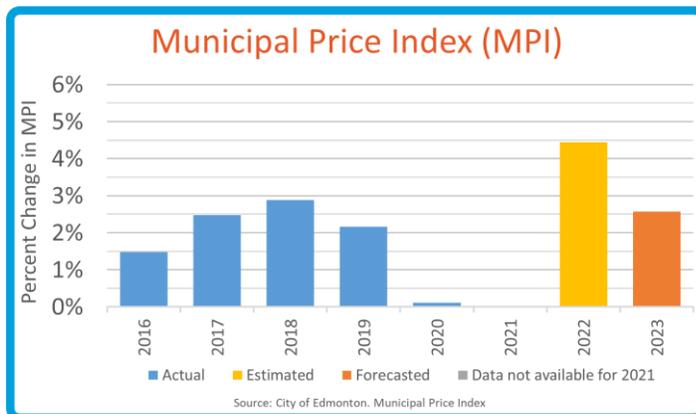
The City considers labour force trends in its planning process as an economic indicator. Edmonton region's unemployment rate increased to 6.1 per cent in June, up 0.7 percentage points from March 2023. Alberta's unemployment rate is unchanged at 5.7 per cent. The unemployment rate across Canada also increased slightly to 5.4 per cent, up 0.4 percentage points from March 2023.



The Edmonton region as well as the Alberta employment participation rate is steady at around 70 per cent and continues to be above the national average rate of 66 per cent.

Inflation

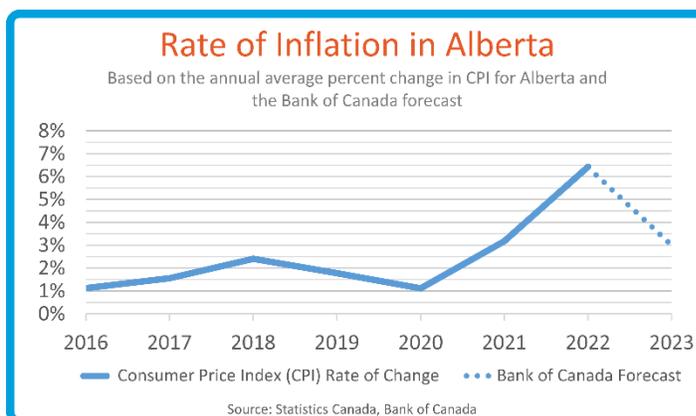
A high level of inflation has been experienced in the past few years by the City as well as Spruce Grove residents and businesses. To maintain consistent program and service delivery, the City of Spruce Grove considers inflationary pressures when budgeting and planning as inflation can impact operating and capital expenses. Multiple factors are considered to understand inflationary pressures more holistically. Key factors such as those identified below offer a well-rounded perspective and help to inform a fiscally responsible budget.



One of the factors considered is the Municipal Price Index (MPI) developed by the City of Edmonton. MPI estimates the inflation rate of the goods and services commonly utilized by municipalities. While MPI offers a municipal context for inflation, it is calculated based on the City's of Edmonton's scope. MPI provides a view into the inflationary impacts on a municipal government; however, it may not be directly comparable to the City of

Spruce Grove's context and is therefore considered along with other inflationary factors.

MPI for 2022 was estimated at 4.44 per cent while MPI for 2023 is forecasted to be 2.57 per cent. The City of Edmonton MPI is updated on an annual basis, typically during the first half of the year.



Other factors considered are the Consumer Price Index (CPI) and the Bank of Canada inflation forecasts. CPI represents the change in prices experienced by consumers and is widely used as an indicator of the rate of inflation.

CPI for Alberta rose 6.4 per cent on an average annual basis in 2022, compared to 3.2 per cent in 2021. The increase in 2022 was a 40-year high, the largest increase since 1982. Price

increases were broad-based, with energy prices contributing the most to the annual average inflation.

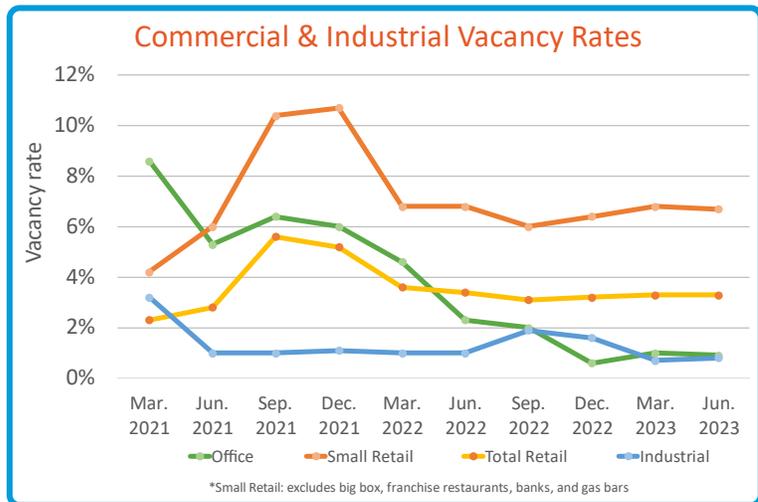
Bank of Canada forecasts that inflation is "expected to remain near 3 per cent for about a year" in their July 2023 Monetary Policy Report.

Being aware of inflation rates and their impact on municipal government and consumer spending helps to inform the City's budgeting processes and are one of many factors considered when developing the operating and capital budgets.

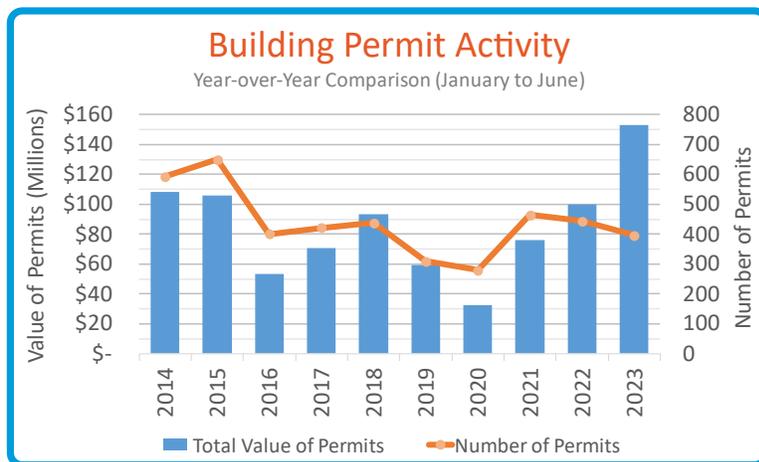
Commercial and Industrial Vacancy

Commercial and industrial vacancy rates are an important indicator of the health of the local economy. Low vacancy rates in these sectors are a strong positive factor for investors because they indicate a favourable economic climate.

The vacancy rates for small retail and total retail remained steady and are sitting at 6.7 per cent and 3.3 per cent, respectively. Both industrial and office vacancy rates remain at or near historic low levels of just below 1 per cent.



Development Activity



Building permit activity is an important indicator of the future growth of the community. Value of permits represents the estimated construction value of issued building permits.

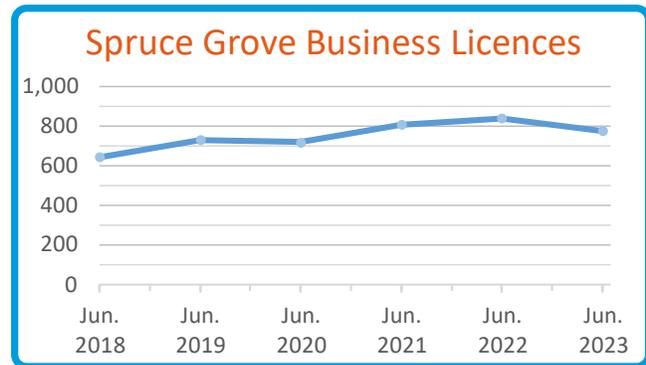
Building permit activity in the first half of 2023 has exceeded pre-pandemic levels and is trending close to record levels in terms of dollar value of construction in the community.

Strategy, Planning and Priority Setting

Business Licences

Monitoring business licence activity provides insight on the overall economic health and growth of the city. The total number of businesses with an active resident business licence at the end of each quarter is measured. This includes contractors, home occupations, and non-profit organizations and excludes temporary businesses and mobile vendors.

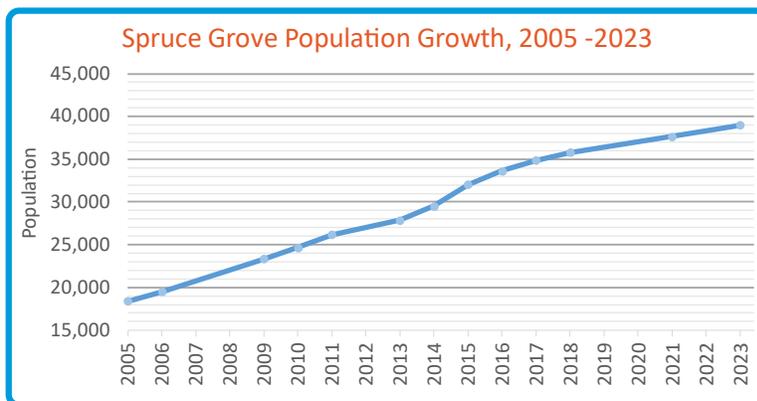
The number of businesses with an active business licence was 776 as of June 30, 2023, representing a slight drop from last year, but an increase of 20 per cent over a 5-year period.



Performance Measures

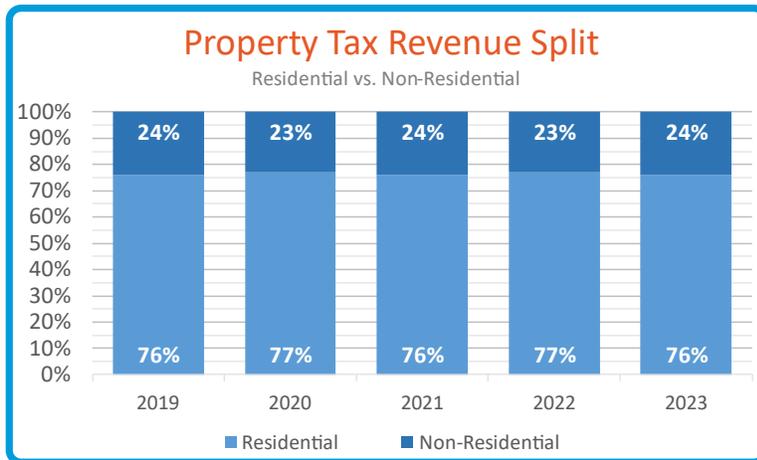
The following information outlines the performance measures communicated through quarterly and annual reporting processes:

Population Growth



The city's population has nearly doubled in the last 15 years. According to the 2023 municipal census, the population of Spruce Grove is 38,985 residents.

Property Tax Revenue Split



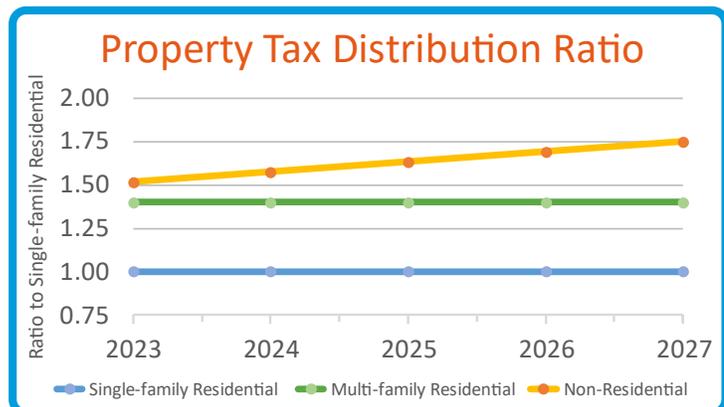
The property tax revenue split provides insight on achieving financial sustainability and maintaining reasonable and competitive levels of taxation for both residential and non-residential ratepayers.

Property Tax Distribution

To enhance fiscal sustainability, Council approved a Property Tax Distribution Policy in 2021 that includes a gradual increase to the tax rate split between single-family residential and non-residential ratepayers over a seven-year period to move from the split of 1.380 in 2020 to reach a split of 1.750 in 2027. The split in 2023 was 1.518.

In 2024, non-residential properties will be taxed at a rate that is 1.576 times the single-family residential tax rate.

Multi-family residential properties are taxed at a rate that is 1.40 times the single-family residential tax rate.

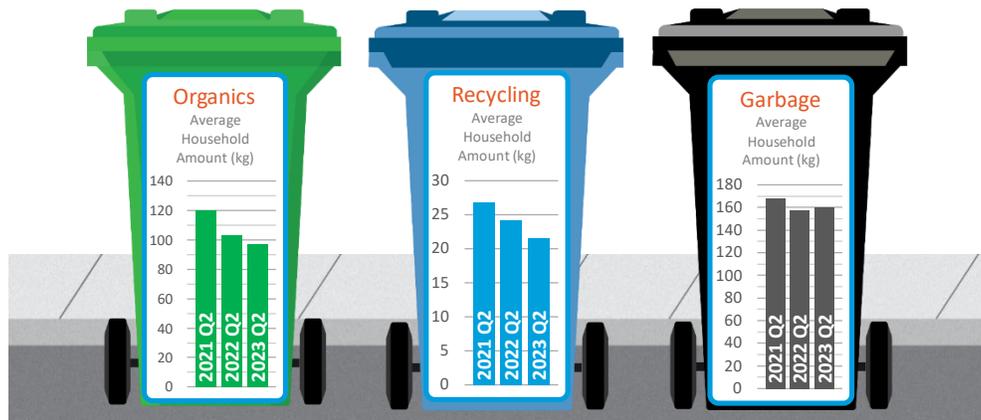


Strategy, Planning and Priority Setting

Residential Waste

The City regularly undertakes a residential waste audit to support the City in delivering high quality services and supporting environmental sustainability.

The following charts represent the average amount of waste collected from each household from the three streams: black cart (garbage), blue bag (recycling), and green cart (organics).



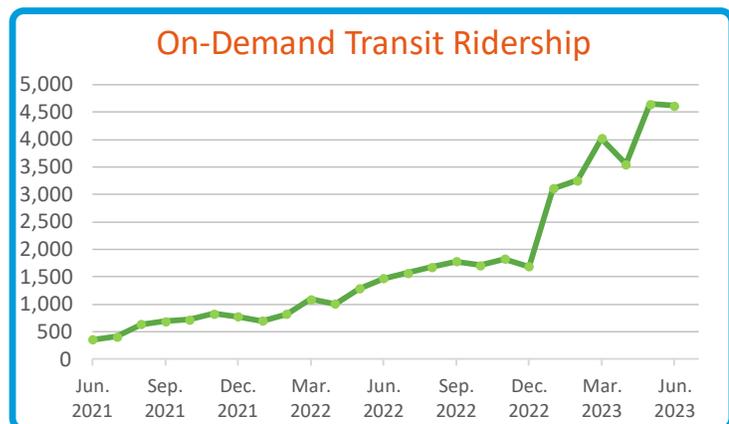
The waste diversion rate is another indicator of program performance. In 2022, 37.6 per cent of waste collected at the curbside was diverted from the landfill.

Transit Ridership

Transit ridership assesses how many people are using local transit to meet their needs and helps the City determine how and when to grow the service.

Spruce Grove's on-demand local transit service was first introduced in May 2021. In January 2023, Spruce Grove's on-demand local transit service integrated with Stony Plain Transit and Acheson Transit to establish a single, on-demand local transit system.

On-demand local transit service ridership continues to grow since the integration of transit service with Stony Plain and Acheson. In the second quarter of 2023, ridership increased by nearly 15 per cent, with 4,617 riders in June 2023.



Commuter Service Ridership



June 2023 saw 6,139 riders on the commuter service, which represents a decrease of 53 per cent from the end of the first quarter, but an increase of 30 per cent when compared to the same month in 2022. May through August typically see a significant drop in ridership due to post-secondary students not using the service. The June ridership is near pre-Covid levels.

Reporting Dashboard

The City's reporting dashboard provides key data to monitor and share important information about the community and the City's programs and services.

The dashboard includes data related to population and demographics, development and construction, local economy, community safety, social media, environment and transit.

The dashboard is updated quarterly and displays historical data trends.

To view the Reporting Dashboard, please visit sprucegrove.org/Dashboard



Supporting Regional Strategies

The development of the 2024-2026 Corporate Plan was informed, in part, by the role that the City of Spruce Grove plays within the Tri-Municipal Region, the Edmonton Metropolitan Region, and its collaborations with other municipalities and mid-sized cities across the province. Building these relationships supports the City in collaborating with its municipal partners to advocate for shared interests at higher levels of government, optimize resource allocation for maximum benefit, and strategically plan for a future in which municipalities thrive through mutually supportive cooperation.

The City regularly participates within the tri-region and is a member of the Edmonton Metropolitan Region Board (EMRB). In 2023, Mayor Jeff Acker was elected to be the Vice-Chair of the EMRB starting November 1, demonstrating Spruce Grove's commitment to leadership and collaboration within our region.

The City is also an active participant in the Mid-Sized Cities Mayors Caucus (MCMC) and a member of the MCMC Executive Committee. The MCMC exists to amplify the voices of mid-sized cities in the province that are experiencing similar issues and offer opportunities to share best practices amongst similar jurisdictions.

The Mayor, members of Council and officials from Administration regularly attend important regional and national conventions and symposiums, including Alberta Municipalities and the Federation of Canadian Municipalities. At these conventions and symposiums, the City's representatives advocate for the best interest of Spruce Grove to other levels of government and ensure continued collaboration to advance the City's priorities.

On September 29, 2023, Councillor Stevenson was elected to the Alberta Municipalities Board of Directors as a Director - Cities up to 500,000, supporting Spruce Grove's commitment to collaboration with Alberta's municipalities and advocating for solutions to municipal issues.

Operationally, resources are required to continue to support these regional groups, particularly within the Intergovernmental unit, and the Sustainable Growth and Development Services division.

Investing in the Municipality

Program and service delivery is continuing to evolve given the increasing complexity to service delivery and expansion of services carried out by the City. Budget 2024 reflects the investment required to continue the implementation of the 2022-2025 Strategic Plan while maintaining service levels and addressing new service pressures such as developing a long-term housing strategy that includes the supportive housing initiative as well as exploring affordable housing opportunities. As Spruce Grove’s population has almost doubled in the past 15 years, it is imperative that investment in the municipality continues so Administration can properly respond to this growth.

The following table provides an overview of the business cases, both operating and staffing in Budget 2024.

Function	Business Case Name	FTE	Drivers	Interim (\$000)		
				2024	2025	2026
General Government	Public Budget Submissions		Community Funding	152	150	150
	Occupational Health & Safety Advisor	1.0	Responding to Service Level Needs	92	127	134
	Climate Change and Environment Advisor	1.0	Strategic Plan Aligned (7, 8) Expansion of Services	101	125	127
	Senior Policy Advisor (Temporary, 2024)		Expansion of Services	88		
	Senior Financial Analyst	1.0	Responding to Service Level Needs	107	149	155
Protective Services	Chief Officer Staffing	1.0	Service Level Needs, Development Growth	138	190	193
	Safe City Consultant Review		Strategic Plan Aligned (6.b.2) Responding to Service Level Needs	50		
Community Services	Community Outreach Program		Expansion of Services	1	112	393
	Transit Access Program		Strategic Plan Aligned (2.b.2) Responding to Service Level Needs	54		
	Community Needs Assessment and Updates to Indoor & Outdoor Facility Plans		Strategic Plan Aligned (3.c.1) Responding to Service Level Needs	75		
	Recreation and Culture Fees and Charges and Facility Allocation Review		Strategic Plan Aligned (2.b.1) Responding to Service Level Needs	45		

Strategy, Planning and Priority Setting

Function	Business Case Name	FTE	Drivers	Interim (\$000)		
				2024	2025	2026
Transportation and Roadway Services	Traffic Network Signals Review		Responding to Service Level Needs	20		
	Facilities Project Coordinator (Temporary, 2024)		Responding to Service Level Needs	52		
	Heritage Grove Forest		Expansion of Services	150	150	150
	Parks Labour - Horticulture (Seasonal)		Responding to Service Level Needs	55	55	55
	Roads Operator	1.0	Service Level Needs, Development Growth	65	89	91
	On-Demand Transit Weekday Service - Service Reliability Enhancements		Expansion of Services	245	245	245
Development Services	Business Development Advisor	1.0	Development Growth	87	120	127
Utility Services	Storm Operator	1.0	Responding to Service Level Needs	65	89	91
	Solid Waste Maintenance Worker	0.5	Responding to Service Level Needs	40	42	42
	Hyprescon Pipe Diver Line Inspection		Responding to Service Level Needs	410		
Total		7.5		2,092	1,643	1,953

For more details on the business cases prioritized for 2024, see [Appendix A](#).

The 2024-2026 Corporate Plan includes the addition of 6.0 full time, permanent staff under the municipal budget as well as a 1.5 permanent staff investment under the utility budget. Also, a 1.0 full time, permanent Community Development Coordinator position which is funded through reallocation of existing operating budget will be added. With the approval of the above positions, the City's permanent full-time equivalent (FTE) employee complement for 2024 is included in the table below as well as previous four years.

2020	2021	2022	2023	2024
280.4	280.4	290.0	303.5*	312.0

* During 2023, 2.0 FTEs were added. The General Manager for Strategic & Communication Services was approved by Council on April 11, 2023 and is included in the updated 2023 FTE count. As well, an FTE was added for a Peace Officer position as part of the Community Outreach Program which is grant funded in 2023.

2022-2025 Strategic Plan Alignment

Department program and service delivery operationally supports the advancement of the Strategic Plan. For some aspects of the Strategic Plan, additional resources are required to effectively achieve the actions. The following summarizes, by Strategic Plan theme, the work departments are undertaking within existing operational budgets as well as additional resources required through business cases and capital profiles.



Community Connections *Community Connection and Belonging*

Operational Alignment	Additional Resources Required
<p>The following work to achieve the actions in Council’s Strategic Plan is in progress or is planned as part of existing operational budgets:</p> <ul style="list-style-type: none"> • Support community groups to build inclusion within local facilities and amenities • Assist community groups in building capacity to deliver programs and host events • Enhance community engagement opportunities • Develop a governance and decision-making process to inform what commemorative days or events the City wants to recognize • Create a community development framework • Conduct a study to determine if recreation and culture facilities are physically and financially accessible and need community needs 	<p>The following business cases for 2024 outline the additional resources required to achieve the actions in Council’s Strategic Plan:</p> <ul style="list-style-type: none"> • Recreation and Culture Fees and Charges and Facility Allocation Review • Public budget submission <ul style="list-style-type: none"> ○ City Centre Business Association ○ Men’s Shed, TriCALA ○ Parkland Wellness Center ○ Spruce Grove and District Agricultural Heritage Society – Agra Fair

Community Connection Through Recreation and Play

Operational Alignment	Additional Resources Required
<p>The following work to achieve the actions in Council’s Strategic Plan is in progress or is planned as part of existing operational budgets:</p> <ul style="list-style-type: none"> • Identify gaps in currently offered recreation and leisure programming • Explore how outdoor municipal space could be leveraged to deliver recreation programming or spontaneous, community driven activities with a focus on affordability and increased opportunities • Conduct a recreation facility review that identifies strategies and actions that best address community recreation needs 	<p>The following business cases for 2024 outline the additional resources required to achieve the actions in Council’s Strategic Plan:</p> <ul style="list-style-type: none"> • Community Needs Assessment and Updates to Indoor & Outdoor Facility Plans

Community Connection Through Culture Experiences

Operational Alignment	Additional Resources Required
<p>The following work to achieve the actions in Council’s Strategic Plan is in progress or is planned as part of existing operational budgets:</p> <ul style="list-style-type: none"> • Determine new cultural programming for residents • Identify community groups that have the capacity to implement culture programming • Advance recommendations in the City’s Culture Master Plan 	<p>No additional resources required.</p>

Community Connection Through Nature and Urban Planning

Operational Alignment	Additional Resources Required
<p>The following work to achieve the actions in Council’s Strategic Plan is in progress or is planned as part of existing operational budgets:</p> <ul style="list-style-type: none"> • Consider opportunities for private and publicly owned community gardens and orchards • Develop an urban agriculture strategy that balances land use opportunities with policy requirements • Update City’s brand strategy • Update the City’s Transportation Master Plan • Review Safe City Program for efficacy and partnership opportunities 	<p>The following business cases for 2024 outline the additional resources required to achieve the actions in Council’s Strategic Plan:</p> <ul style="list-style-type: none"> • Safe City Consultant Review



Environmental Sustainability

Operational Alignment	Additional Resources Required
<p>The following work to achieve the actions in Council’s Strategic Plan is in progress or is planned as part of existing operational budgets:</p> <ul style="list-style-type: none"> • Integrate environmental considerations into decisions and approvals relating to growth, planning, infrastructure, transportation, and development • Inform residents on home improvements that improve resilience • Report on annual inspections, maintenance and management of the City’s sanitary, water and stormwater systems • Update flood mapping and the City’s Stormwater Plan • Continue working with the Winter Emergency Response Committee • Develop educational plan for residents about local climate change impacts • Explore opportunities for indoor recreation during extreme heat or poor air quality • Determine feasibility of providing real time updates of outdoor rinks and ice conditions • Create a policy program to determine service levels and targets around naturalizing our urban landscapes and the urban canopy • Complete area analysis of environmentally sensitive lands • Consider options on potential investment opportunities in net new municipal land reserves • Revisit current policy on municipal reserve treatments • Review the City’s Natural Areas Management Policy 	<p>The following business cases for 2024 outline the additional resources required to achieve the actions in Council’s Strategic Plan:</p> <ul style="list-style-type: none"> • Climate Change and Environment Advisor • Heritage Grove Forest • Public budget submission <ul style="list-style-type: none"> ○ Winter Emergency Response



Economic Prosperity

Operational Alignment	Additional Resources Required
<p>The following work to achieve the actions in Council’s Strategic Plan is in progress or is planned as part of existing operational budgets:</p> <ul style="list-style-type: none"> • Business attraction, investment, and retention is encouraged within an environment that enables business to succeed, attract new investment and talent, and create local employment opportunities for residents • Leverage Columbus Park for cultural opportunities and events 	<p>The following business case for 2024 outlines the additional resource required to achieve the actions in Council’s Strategic Plan:</p> <ul style="list-style-type: none"> • Business Development Advisor



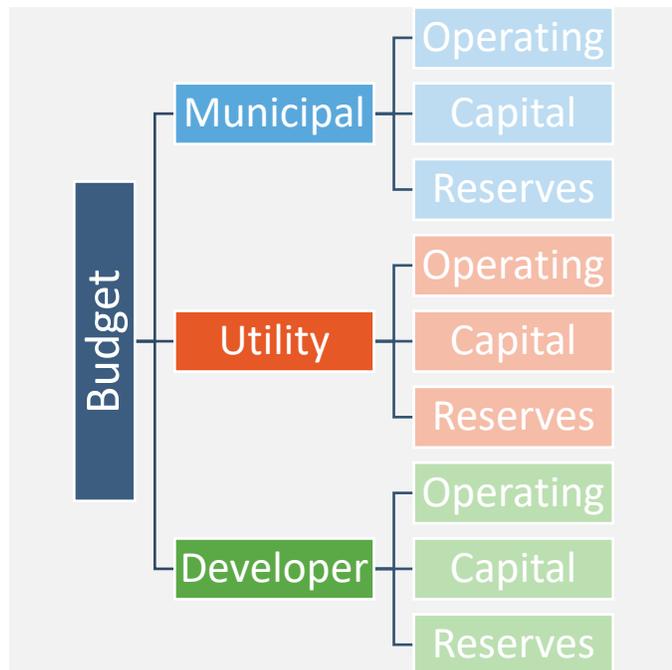
Governance in Action

Operational Alignment	Additional Resources Required
<p>The following work to achieve the actions in Council’s Strategic Plan is in progress or is planned as part of existing operational budgets:</p> <ul style="list-style-type: none"> • Conduct committee structure reviews as required • Complete bylaw and policy review project • Create a process for review of Council bylaws and policies • Develop a fiscal stewardship framework • Ensure City buildings, roads, and utilities are well managed and maintained, meeting the needs of residents today and tomorrow • Enable effective employee engagement • Explore the value of developing a Smart City strategy • Fostering relationships within the Tri-Municipal Region and the Edmonton Metro Region to advocate for regional priorities and find operational and strategic efficiencies 	<p>The following business case for 2024 outlines the additional resource required to achieve the actions in Council’s Strategic Plan:</p> <ul style="list-style-type: none"> • Senior Financial Analyst • Senior Policy Advisor

Corporate Budgeting

The 2024-2026 Corporate Plan includes a combination of fiscal strategies to meet the needs of today while preparing for the future. A budget is prepared annually to clearly explain and highlight information underlying the Corporate Plan. The budget is divided into three entities - municipal, utility and developer - each with their own fiscal strategy. Within each entity, the City has three fund balances: operating, capital and reserves.

- The municipal budget funds the program and service delivery for the City’s development services, transportation networks, the provision of public transit and public safety services, parks and open spaces, community facilities and programming, and amenities. It also includes the repair, maintenance and replacement of existing infrastructure, vehicles, and equipment.
- The utility budget includes the services and infrastructure to provide water, sanitary sewer, stormwater and solid waste services to users. Utility fees charged to users fund the operating and capital costs of utility programs.
- New growth development projects are funded through the developer budget.



Detailed municipal, utility and developer budgets are included in the [Budget 2024](#) section of this plan.

Municipal Fiscal Strategies

Additional details regarding the municipal fiscal strategies are included in the [Budget 2024](#) section.

Three-Year Tax Strategy

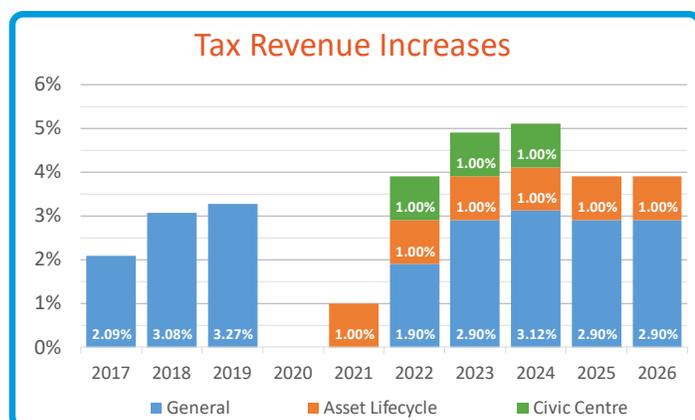
Through the corporate planning process, Council and Administration carefully consider how decisions made today will impact the future. The Corporate Plan has been produced in a way that both recognizes and levels out future year impacts to the taxpayer, creating certainty for our community. The three-year tax strategy provides a consistent approach to budgeting, allowing Administration to better plan for future investments in the City as we continue to grow. It will also create a foundation of financial sustainability, while incorporating strategic planning that supports a fast-growing city in order to save for future generations.

As outlined in the tax rate breakdown, there are dedicated tax streams for future net new and lifecycle capital requirements. The municipal property tax increase for 2024 is 5.12 per cent and includes:

<p>General Tax</p> <p>3.12 per cent increase maintaining service levels and expanding services as well as addressing added cost pressures due to inflation and supply chain issues.</p>	<p>Asset Lifecycle - dedicated</p> <p>1.0 per cent increase continuing a dedicated revenue stream for municipal asset repair, maintenance, and replacement (RMR). This funding is transferred to lifecycle reserves which are established to ensure municipal infrastructure can be maintained in the future. This increase was implemented in 2021.</p>	<p>Civic Centre - dedicated</p> <p>1.0 per cent increase continuing a dedicated revenue stream for the Civic Centre, as part of a multi-year strategy to level out the financial impact of this investment on the City's operations. This increase was introduced in Budget 2022 and is expected to conclude with Budget 2024.</p>
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Council approves the first year of the proposed three-year budget and the second and third years are provided for information and context.

The municipal tax rate increases proposed for both 2025 and 2026 are planned to be 3.9 per cent. Beginning in 2025, the ongoing portion of the Civic Centre dedicated revenue that has been collected from 2022-2024 will transition to the municipal operating budget and be used to support the operating costs of the Civic Centre facility. The 1.0 per cent dedicated asset lifecycle revenue stream is expected to continue in 2026 to support the addition of the Civic Centre lifecycle costs.



Corporate Budgeting

The above table illustrates the percentage of tax revenue increases over a 10-year period:

Based on an average single family detached home with an assessed value of \$395,150, this means a monthly increase of \$10.96 in 2024.

The tax increase supports funding of the municipal operating budget of \$85.9 million and municipal capital budget of \$46.4 million. These funds will be used to maintain, and in some cases expand, services to the community along with significant investments in infrastructure, program delivery and funding reserves for future needs.

Optimizing Municipal Revenue and Expenditures

Optimizing the Current Operating Budget

The City is growing and the operating environment is becoming more complex. Administration made changes to its operations to optimize the current operating budget. This was done to ensure efficient use of existing resources to not only maintain service levels, but to also work towards achieving Council's vision in the 2022-2025 Strategic Plan and to address an expansion of service expectations.

To further the organization's strategic capacity, a fourth division - Strategic and Communication Services - was created. A reorganization of the divisional structure across the organization was conducted and resources have been reallocated in alignment with the new structure.

As Council engages more in regional and provincial matters, an increasing level of service to support Mayor and Council is required. This includes more strategic, communications and intergovernmental relations assistance. The Strategic and Communication Services division includes the business areas that provide this increased support to Council which enables collaboration and enhanced services.

Additionally, affordable housing emerged as a priority in 2023. Administration is developing and implementing a long-term housing strategy that includes the supportive housing initiative as well as exploring affordable housing opportunities to address this complex issue. The City of Spruce Grove has applied to the Canada Mortgage and Housing Corporation's (CMHC) Housing Accelerator Fund (HAF) to support this effort. As well, additional resources are included in Budget 2024 to implement a Community Outreach Program in support of unsheltered individuals, those at risk of homelessness in the community and individuals who experience multiple barriers to well-being. The program is funded through a combination of grant and municipal sources.

One-Time Funding Requirements

Administration meets one-time funding requirements by using reserve funds where available. This funding strategy is continued as part of Budget 2024 to ensure business cases that require one-time funding are not built into the ongoing funding requirements, which impact the tax rate.

Municipal Reserve Funds

Financial reserves are the cornerstone of financial flexibility. They provide a municipality with options to respond to unexpected issues and afford a buffer against shocks and other forms of risk. They are an effective tool for both capital and operating budgets as they contribute to fiscal stability, debt minimization and flexibility for emergent operational needs. They also create a

Corporate Budgeting

dedicated funding source for long-term capital planning and support municipal asset management planning, as they allow for funds to be set aside to manage assets throughout their lifecycle.

Municipal financial reserves are not a measure of wealth, but rather are a planning tool. As municipalities are not permitted to run deficit budgets, as outlined in the *Municipal Government Act*, reserves allow municipalities to save money for major infrastructure projects while leveling out the impact of the tax requirement on taxpayers. While municipalities can finance capital projects through debt, the amount of debt municipalities may incur is limited, and rising interest costs would place an additional burden on taxpayers.

To ensure appropriate funding is set aside to repair, maintain and replace assets over their lifecycle, and to level out the impacts of significant capital projects, the City is establishing asset management reserves to support the sustainability of current and future assets. Preparing for the repair and replacement of deteriorating assets ensures the funds are available when needed and avoids having to debt borrow, increase taxes, or reduce service levels. Council approved a Reserves and Accumulated Surplus Policy in 2021 that allows for the establishment and/or elimination of reserves. Administration is conducting a detailed analysis to finalize all reserves which will be provided to Council for approval once completed.

Long-term Debt

Debt financing has been used to fund some of the City's municipal capital projects. The City maintains debt levels that allow for a healthy degree of flexibility in providing programs and services. In years when funding from grants and other sources are not sufficient to fund the rehabilitation and/or replacement of assets, debt will be required to fund these capital expenditures. More information on the City's debt financing and debt limits is included in the [Capital Budget section](#).

Municipal Capital Budget

The municipal capital budget includes investments in infrastructure and capital assets. The capital budget is developed by integrating prioritized capital investments into a 10-year capital plan. This plan is a long-term planning tool that is aligned with Council's strategic priorities that informs future capital requirements.

Capital investments are defined by the following categories:

1. New capital assets: New capital initiatives that align with Council's strategic priorities to meet future growth demands related to major asset types such as community facilities, engineering structures and other infrastructure, and parks and open spaces.
2. Repair, maintenance, and replacement (RMR) of existing capital assets: Detailed underlying lifecycle plans support the repair, maintenance and replacement of existing assets based on asset condition, the remaining useful life of the assets, and organizational priorities.

More information regarding the municipal capital budget is included in the [Budget 2024](#) section.

Utility Fiscal Strategy

Additional details regarding the utility fiscal strategy are included in the [Budget 2024](#) section.

Utility Capital Budget

The utility capital budget is split into the four service areas: water, sanitary sewer, stormwater and solid waste. The budgets are funded through utility rates that cover the full cost to provide each of the services. Utility capital is typically funded by debt and transfers from reserves.

Utility Reserve Funds

Like municipal reserve funds, utility reserves follow the same practice of ensuring appropriate funding is set aside to repair, maintain and replace utility assets over their lifecycle, and to smooth the impacts of significant utility capital projects. Asset management plans in conjunction with the recently completed utility fiscal review has helped to inform the required balances for these reserve funds.

Providing Utility Services

Utility Charges

The cost of both operating and capital replacement of water, sanitary sewer, stormwater and solid waste systems is recovered through utility charges to the users. Utility costs are not currently subsidized by grants or property taxes. Separate rates are charged to customers for water, sanitary sewer, stormwater and solid waste services. Utility revenue increases with the rise in rates, with growth in the number of customers, and with increased consumption.

Utility Rate Updates

Annually, a review is conducted ensuring efficacy in the utility rates being charged to ratepayers as well as the fiscal sustainability of the utilities themselves, ensuring the utilities are being funded equitably (i.e., user pay), are transparent, and self-sustaining.

An in-depth review was conducted in 2022 and shared with Council in September of that year. Outcomes from that review included:

- the water and sanitary rates were transitioned from a combined rate to separate rates to increase transparency and accountability of the separate utilities and align with leading practices; and
- the fiscal stewardship approach that leads to each utility establishing a positive reserve balance to be used to fund the necessary future replacement of assets was confirmed.

In the summer of 2023, the City of Spruce Grove conducted a review to update the City's utility rates for its water, sanitary sewer, stormwater, and solid waste utility services. The 2024 rates, adjusted to reflect input from Governance and Priorities Committee, are reflected in this Corporate Plan.

Corporate Budgeting

Long-term Utility Debt

In years when the respective utility reserves are not sufficient to fund the rehabilitation and/or replacement of assets, debt will be required to fund these capital expenditures. Future utility rates will generate funds to repay the principal and interest on this debt. New debt has been included in the [Capital Budget section](#) of the Corporate Plan and the impact of this new debt on the City’s debt limit has been calculated.

Solid Waste Utility

In 2023, the Solid Waste utility rates are \$25.25 per month for the 120L cart and \$28.50 per month for the 240L cart.

The solid waste utility rates will be reduced to \$21.82 per month for the 120L cart and \$25.07 per month for the 240L cart in 2024. Administration will continue to strategically analyze the approach to solid waste and its associated fees as well as the projected impact of the provincial Extended Producer Responsibility Regulation and then bring recommendations to Council for consideration.

Utility Rates

Given the results of the utility rate model review, and to build a stronger foundation of fiscal sustainability for the City’s utilities, the following are the 2024 utility rates.:

Utility Services	2023 Rate	2024 Rate	Rate Changes
Water	\$4.60 per m ³	\$4.90 per m ³	\$0.30 per m ³
Sanitary sewer	\$2.02 per m ³	\$2.20 per m ³	\$0.18 per m ³
Stormwater			
Small customer (< 1” water service)	\$14.55	\$16.50	\$1.95
Large customer (>= 1” water service)	\$58.20	\$66.00	\$7.80
Solid waste			
120L cart	\$25.25	\$21.82	(\$3.43)
240L cart	\$28.50	\$25.07	(\$3.43)

Developer Fiscal Strategy

New growth development projects are undertaken to construct transportation, sanitary sewer, water, recreation and library infrastructure. New growth development projects are funded through developer contributions and levies.

Developer Capital Budget

The Developer capital budget is funded by developer contributions and levies, transfers from reserves and debt. Debt servicing costs are recovered through the collection of future developer levies.

Additional details regarding the developer fiscal strategy and capital budget are included in the [Budget 2024](#) section.

Overall Corporate Plan Impact to Ratepayers

The following chart breaks out the average monthly impact of the tax rate and user fee changes on municipal and utility residential ratepayers based on a single family detached home with an assessed value of \$395,150*.

Residential Rate Changes	Monthly Impact	Description
Residential taxes – 3.12%	\$6.68	General tax increase.
Residential taxes – 1.0%	\$2.14	Continuation of a dedicated tax increase to fund the repair, maintenance and replacement of existing infrastructure, vehicles and equipment
Residential taxes – 1.0%	\$2.14	Dedicated tax increase to fund capital and operating costs of the Civic Centre to smooth the impact of this investment on operations
Water	\$4.20	Planned increase of \$0.30 per cubic metre of water based on monthly consumption of 14 cubic metres of water.
Sanitary sewer	\$2.52	Planned increase of \$0.18 per cubic metre of water based on monthly consumption of 14 cubic metres of water.
Stormwater utility	\$1.95	Planned increase to \$16.50 per month for small customers. A small customer is defined as a customer with a water meter that has a diameter under 1 inch.
Solid waste	(3.43)	Planned decrease of \$3.43 per month for the small and large waste bins.
Electric franchise fees	NIL	No planned increase.
Natural gas franchise fees	NIL	No planned increase.
Total Average Monthly Impact	\$16.20	

* Average assessment value of a single family detached home in Spruce Grove.

Corporate Budgeting

The following chart represents the estimated monthly impact to non-residential customers, based on an assessment value of \$1,000,000.** The impacts of monthly utility costs and franchise fees (natural gas and electric) would be directly related to the unique consumption levels and as such are not represented on this chart.

Non-residential Rate Changes	Monthly Impact	Description
Non-residential taxes – 3.12%	\$26.63	General tax increase.
Non-residential taxes – 1.0%	\$8.54	Continuation of a dedicated tax rate increase to fund the repair, maintenance and replacement of existing infrastructure, vehicles and equipment.
Non-residential taxes – 1.0%	\$8.54	Dedicated tax increase to fund capital and operating costs of the Civic Centre to smooth the impact of this investment on operations.
Non-residential taxes – tax rate split shift	\$31.41	Based on a property tax split shift of 0.058 for the next 4 years.
Stormwater utility	\$7.80	Planned increase to \$66.00 for large customers. A large customer is defined as a customer with a water meter that has a diameter that is 1 inch or larger.
Total Estimated Monthly Impact	\$82.92	

***There is such a wide spectrum of non-residential property values that an average assessment value would not accurately represent a typical non-residential assessment value.*

Budget 2024

As a municipal government, the City of Spruce Grove is responsible for the infrastructure, programs and services that most directly impact the day-to-day lives of City residents. Budget 2024 outlines the resources required to deliver these services as well as Council's commitment to the City of Spruce Grove, as outlined within the [2022-2025 Strategic Plan](#). Budget 2024 also presents specific business cases requiring either ongoing funding from the tax base, or one time funding from reserves. Capital profiles identifying costs related directly to capital projects and programs are also presented. The financial requirements of these business cases and capital profiles include revenues and expenses including expenditures on tangible capital assets used for service delivery and investment in new capital.

The main objective of this budget is to clearly explain and highlight financial information underlying the corporate plan, and to ensure Council has a transparent lens to review and approve the budget. As well, the information is intended to enhance residents' understanding of the City's financial position and results of operations – enabling the City to demonstrate accountability for the resources entrusted to it.

Budget 2024 and future forecasts are meant to provide information with a long-term view. Ten years of future capital financial information have been presented, but readers are cautioned that long-term forecasts may change significantly. In addition, as per the *Municipal Government Act*, Council is required to formally approve by motion the first year of operating revenues and expenses, and capital revenues and expenditures presented in the budget. Future years of the plan are provided for information and context.

A fiscally sustainable budget has the following characteristics:

- The municipal operating budget includes transfers to reserves that adequately fund lifecycle costs.
- The capital budget is balanced (i.e., funding sources are identified for all expenditures) and lifecycle costs are funded from reserves.
- The municipal budget does not subsidize the utility or developer budgets.
- The utility operating budget is self-funded through utility rate payers.

Budget 2024 has the following realities:

- The City utilizes reserves for one-time costs to minimize the impact on the municipal tax base.
- The municipal operating budget includes a dedicated transfer to lifecycle reserves approved by Council.
- The municipal capital budget is built while maximizing the use of available grant and reserves funding, while minimizing the use of debt.
- The City is proposing utility rates that result in the utility budget being self-funded.
- The City paid for some developer projects on behalf of developers and financed this development with debt to advance construction. Amounts owing to the City will be repaid with proceeds from future developer levies.

Budget 2024

The 2024 operating budget is presented by entity: municipal, utility and developer, as is the 10 Year Capital Plan.

Fund Balances

The City uses fund accounting as the basis for budgeting, reclassifying, and reporting on all financial transactions. The fund accounting principle is self-balancing revenues and expenses for each accounting entity as defined by legal, contractual, or voluntary agreements.

The City has three fund balances: operating, capital and reserves. For each fund, the accounting entity - municipal, utility and developer - is tracked separately to ensure each of the entities self-balance and there is a balanced budget presented for each entity.

- **Municipal:** Revenues must be equal to or greater than expenses each year and typically any shortfall is managed through an increase in property taxes. Any surplus would be transferred to reserves.
- **Utility:** Revenues must be equal to or greater than expenses each year. Rates are set to recover operating expenses and capital expenditures, with any excess being transferred to reserves to fund future planned operating expenses and capital expenditures.
- **Developer:** New growth development projects are funded through developer levies and debt. The costs of borrowing are recovered through future offsite levies.

The City uses the modified accrual method as the basis for accounting for each fund, which is consistent with the consolidated annual financial statements. Per the modified accrual method, revenues are budgeted in the period that they are expected to be earned and are measurable. Funds from external parties and earnings restricted by agreement or legislation are accounted for as deferred revenue until used for the purpose specified. Expenses are budgeted when they are measurable and expected to be incurred, because of receipt of goods or services and/or the creation of a legal obligation to pay. The acquisition of capital assets and the repayment of debt are considered expenditures in fund accounting for municipalities and have been reflected in the operating and capital funds.

Budget 2024

2024 Combined Fund Balances (Municipal, Utility, Developer)

(In thousands of dollars)

	Municipal			Utility			Developer			Total		
	Operating (\$000)	Capital (\$000)	Combined (\$000)									
Revenues												
Property Taxes	53,720	-	53,720	-	-	-	-	-	-	53,720	-	53,720
Sales & User Fees	2,574	-	2,574	28,708	-	28,708	-	-	-	31,282	-	31,282
Franchise Fees	8,155	-	8,155	-	-	-	-	-	-	8,155	-	8,155
Government Transfers	4,211	14,364	18,575	-	-	-	-	-	-	4,211	14,364	18,575
Utility Administration Fees	2,810	-	2,810	-	-	-	-	-	-	2,810	-	2,810
Fines	2,407	-	2,407	-	-	-	-	-	-	2,407	-	2,407
Sales to Other Governments	3,121	-	3,121	-	-	-	-	-	-	3,121	-	3,121
Rental	1,911	-	1,911	-	-	-	-	-	-	1,911	-	1,911
Licences & Permits	1,941	-	1,941	-	-	-	-	-	-	1,941	-	1,941
Penalties	686	-	686	120	-	120	-	-	-	806	-	806
Investment Income	540	-	540	-	-	-	-	-	-	540	-	540
Other	543	161	704	2	200	202	-	-	-	545	361	906
Debenture Proceeds	-	24,531	24,531	-	2,750	2,750	-	-	-	-	27,281	27,281
Cost Share Revenue	-	1,459	1,459	-	-	-	-	-	-	-	1,459	1,459
Developer Contributions & Levies	-	-	-	-	-	-	2,003	-	2,003	2,003	-	2,003
	82,618	40,515	123,133	28,830	2,950	31,780	2,003	-	2,003	113,452	43,465	156,916
Expenses												
Salaries, Wages & Benefits	40,460	-	40,460	2,491	-	2,491	-	-	-	42,951	-	42,951
Contracted & General Services	17,464	-	17,464	4,402	-	4,402	-	-	-	21,866	-	21,866
Purchases from Other Governments	11,553	-	11,553	11,318	-	11,318	-	-	-	22,871	-	22,701
Utility Administration Fees	-	-	-	2,810	-	2,810	-	-	-	2,810	-	2,810
Materials, Goods, Supplies	5,886	-	5,886	547	-	546	-	-	-	6,433	-	6,410
Principal Repayment on Long Term Debt	1,684	-	1,684	430	-	430	984	-	984	3,097	-	3,097
Transfers to Government, Agencies and Other Organizations	2,693	-	2,693	-	-	-	-	-	-	2,693	-	2,691
Interest on Long Term Debt	879	-	879	388	-	388	504	-	504	1,771	-	1,771
Other	406	-	406	14	-	14	-	-	-	420	-	420
Bank Charges	194	-	194	-	-	-	-	-	-	194	-	194
Capital Expenditures	-	46,367	46,367	-	11,533	11,533	-	-	-	-	57,900	57,501
	81,218	46,367	127,585	22,399	11,533	33,931	1,488	-	1,488	105,106	57,900	162,411
Other Financing Sources (Uses)												
Transfers To Lifecycle Reserves	3,237	-	3,237	-	-	-	-	-	-	3,237	-	3,237
Transfers To Reserves	1,447	-	1,447	6,431	-	6,431	842	-	842	8,720	-	8,720
Transfers From Reserves	3,284	5,852	9,136	-	8,583	8,583	327	-	327	3,611	14,435	18,046
	(1,400)	5,852	4,452	(6,431)	8,583	2,152	(515)	-	(515)	(8,346)	14,435	6,089
Net Change in Fund Balance	(1,400)	(5,852)	(4,452)	6,431	(8,583)	(2,152)	515	-	515	8,346	(14,435)	(6,089)
FUND BALANCES - Beginning of Year	-	-	29,821	-	-	5,451	-	-	(13,335)	-	-	21,938
FUND BALANCES - End of Year	-	-	25,369	-	-	3,299	-	-	(12,820)	-	-	15,849

Combined Operating (Municipal, Utility, Developer)

	2022 Actuals (\$000)	2023 Revised (\$000)	2024 Interim (\$000)	2025 Planned (\$000)	2026 Planned (\$000)
Revenues					
Property Taxes	45,235	49,230	53,720	58,452	62,544
Sales and User Fees	26,572	27,907	31,282	34,068	35,389
Franchise Fees	7,444	8,045	8,155	8,375	8,602
Government Transfers - Operating	3,631	3,326	4,211	4,052	3,861
Utility Administration Fee Revenue	2,600	2,792	2,810	2,872	2,906
Sales to Other Government	2,718	2,721	3,121	3,121	3,121
Fines	2,938	2,501	2,407	2,407	2,407
Licenses and Permits	2,321	1,845	1,941	1,976	2,011
Developer Contributions & Levies	-	1,961	2,003	1,864	1,746
Rentals	1,669	1,867	1,911	1,942	1,944
Penalties	795	795	806	817	829
Investment Income	601	656	540	540	614
Other	597	560	545	605	543
Transfer from Reserve	4,336	3,404	3,611	3,043	4,273
Total Revenues	101,456	107,610	117,062	124,134	130,789
Expenses					
Salaries, Wages & Benefits	36,546	40,848	42,951	45,113	47,259
Contracted & General Services	21,138	22,040	21,866	20,472	21,182
Purchases from Other Governments	18,879	20,321	22,871	23,472	24,157
Materials, Goods & Supplies	5,471	6,015	6,433	6,623	6,853
Principal Repayment on Long Term Debt	2,924	3,004	3,097	4,246	4,473
Utility Administration Fee Expense	2,600	2,792	2,810	2,872	2,906
Transfers to Government Agencies & Other Organizations	2,121	2,592	2,693	3,263	3,894
Interest on Long Term Debt	1,137	1,595	1,771	3,528	3,620
Other	364	374	420	420	420
Bank Charges	172	205	194	194	194
Transfer to Reserve	10,105	7,824	11,956	13,933	15,831
Total Expenses	101,457	107,610	117,062	124,134	130,789
Annual Surplus (Deficit)	-	-	-	-	-

Budget 2024

Combined Capital (Municipal, Utility, Developer)

(In thousands of dollars)

	2022 Actuals (\$000)	2023 Revised (\$000)	2024 Interim (\$000)	2025 Planned (\$000)	2026 Planned (\$000)
Revenues					
Government Transfers - Capital	11,068	28,081	14,364	8,840	7,530
Debenture Proceeds	2,400	29,688	27,281	2,094	-
Cost Share Revenue	1,462	2,192	1,459	-	-
Developer Contributions & Levies	298	-	-	425	97
Other	-	-	361	532	414
Transfer From Reserves	5,902	21,411	14,435	10,842	13,896
Total Revenues	21,130	81,371	57,901	22,733	21,937
Expenditures					
Civic Infrastructure	1,733	2,318	4,823	1,929	900
Community Facilities	6,766	44,383	28,714	1,361	3,327
Parks and Open Spaces	1,255	3,075	6,816	1,484	1,595
Public Safety	68	1,290	650	479	426
Public Transit	1,434	4,359	93	302	524
Public Works	108	111	18	-	18
Transportation and Roadways	5,819	13,977	5,255	9,775	8,784
Water	3,522	10,439	8,651	6,274	5,376
Sanitary Sewer	62	179	539	177	37
Solid Waste	-	1,238	2,254	894	950
Stormwater	363	-	89	60	-
Total Expenditures	21,130	81,371	57,901	22,733	21,937
Annual Surplus (Deficit)	-	-	-	-	-

Delivering Services to the Community: Municipal Operating Budget

Taxes are one of the funding sources used for program and service delivery for roads, public transit, public safety, parks and open spaces, community programming and amenities, and much more. As a growing city, Administration is dedicated to maintaining and enhancing the amenities and offerings provided to the community in a fiscally responsible way.

Municipal Tax Revenue Requirement

The following table provides a high-level overview of Municipal Operating Budget 2024 to demonstrate the tax revenue requirement.

	2024 Interim (\$000)	2025 Planned (\$000)	2026 Planned (\$000)
Revenues			
Sales & User Fees	2,501	2,546	2,574
Franchise Fees	8,155	8,375	8,602
Government Transfers - Operating	3,620	3,611	3,580
Fines	2,407	2,407	2,407
Sales to Other Governments	3,121	3,121	3,121
Utility Administration Fees	2,811	2,873	2,905
Rental	1,911	1,942	1,943
Licences and Permits	1,941	1,975	2,011
Other	543	603	541
Penalties	686	697	709
Investment Income	540	540	614
Transfer From Municipal Reserves	2,723	1,338	2,605
Transfer from Municipal Reserves - One-Time Business Cases	383	150	200
	31,341	30,178	31,812
Expenses			
Salaries, Wages & Benefits	39,170	40,529	41,712
Contracted General Services	17,141	16,166	16,813
Purchases from Other Governments	11,047	11,440	11,982
Materials, Goods, Supplies	5,794	6,006	6,234
Transfers to Government, Agencies, and Other Organizations	2,488	3,113	3,744
Principal Repayment on Long Term Debt	1,684	2,337	2,497
Interest on Long Term Debt	879	1,903	1,992
Other	406	406	406
Bank Charges	194	194	194
Transfer to Reserve	4,683	4,288	5,388
	83,484	86,384	90,963
Base Municipal Requirement	52,143	56,206	59,151
Proposed Business Cases			
Ongoing Business Cases	1,194	2,095	3,188
One-Time Business Cases	383	150	200
	1,577	2,245	3,388
Municipal Requirement	53,720	58,451	62,539
Municipal Tax			
Base and Assessment Growth in Municipal Tax	50,682	55,814	59,826
Proposed Tax Increases			
Dedicated 1% and Split Rate for Lifecycle	962	1,051	1,100
Dedicated 1% Civic Centre	504	-	-
General Proposed Tax Increase (3.12% 2024, 2.9% 2025 & 2026)	1,572	1,586	1,613
Proposed Municipal Tax Levy	53,720	58,451	62,539
Net	-	-	-
* Proposed Business Cases by Category:			
Revenues			
Sales & User Fees	72	72	72
Government Transfers - Operating	591	441	281
Transfer From Municipal Reserves	177	177	86
Expenses			
Salaries, Wages & Benefits	1,292	1,943	2,765
Contracted & General Services	323	270	344
Transfers to Government, Agencies and Other Organizations	205	150	150
Purchases from Other Governments	506	506	506
Materials, Goods, Supplies	92	67	64
Transfer To Reserves	-	-	-
Net Revenue and Expenses	1,577	2,245	3,388

Municipal Operating Budget

	2022 Actuals (\$000)	2023 Revised (\$000)	2024 Interim (\$000)	2025 Planned (\$000)	2026 Planned (\$000)
Revenues					
Property Taxes	45,235	49,230	53,720	58,452	62,544
Franchise Fees	7,444	8,045	8,155	8,375	8,602
Government Transfers - Operating	3,631	3,326	4,211	4,052	3,861
Utility Administration Fee Revenue	2,600	2,792	2,810	2,872	2,906
Sales to Other Government	2,718	2,721	3,121	3,121	3,121
Sales and User Fees	2,677	2,508	2,574	2,618	2,646
Fines	2,938	2,501	2,407	2,407	2,407
Rentals	1,669	1,867	1,911	1,942	1,942
Licenses and Permits	2,321	1,845	1,941	1,976	2,011
Penalties	672	675	686	697	710
Investment Income	601	656	540	540	614
Other	520	558	543	603	541
Transfer from Reserve	3,043	3,402	3,283	1,665	2,891
Total Revenues	76,069	80,126	85,901	89,320	94,796
Expenses					
Salaries, Wages & Benefits	34,384	38,532	40,460	42,473	44,483
Contracted & General Services	16,986	17,049	17,464	16,436	17,157
Purchases from Other Governments	5,093	10,122	11,553	11,946	12,487
Materials, Goods & Supplies	8,548	5,476	5,886	6,073	6,298
Transfers to Government Agencies & Other Organizations	2,121	2,592	2,693	3,263	3,894
Principal Repayment on Long Term Debt	1,780	1,782	1,684	2,337	2,497
Interest on Long Term Debt	694	606	879	1,903	1,992
Other	350	360	406	406	406
Bank Charges	172	205	194	194	194
Transfer to Reserve	5,941	3,402	4,683	4,288	5,388
Total Expenses	76,069	80,126	85,901	89,320	94,796
Annual Surplus (Deficit)	-	-	-	-	-

Explanation of significant changes:

Revenues

Property Taxes: Increases are related to the estimated assessment growth and proposed property tax increases per year.

Franchise fees: While no change is being made by the City to the franchise fee percentage charged, overall franchise fee revenue is expected to increase due to population growth, as well as any proposed change to delivery revenue from natural gas and electric suppliers.

Licences and Permits: Increase relates to proposed user fee increases and anticipated volume increase.

Investment Income: The City held funds in investments to be used for large capital outlays in 2024.

Expenses

Salaries, Wages and Benefits: Proposed increase is for additional requested positions and nominal wage increases based on union agreements and pay increments.

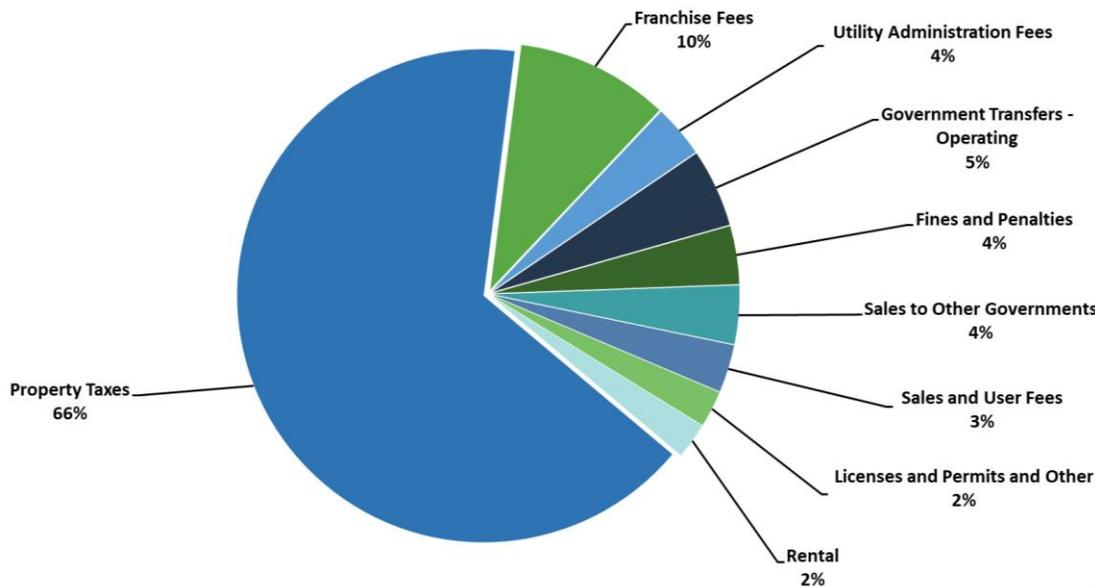
Purchases from Other Governments: Due to rise in contract pricing.

Transfers to Government Agencies & Other Organizations: Increase due to providing more support to the community and in 2025 increased funding for library with the opening of the Civic Centre.

Principal Repayment and Interest on Long Term Debt: Increase due to debt for Civic Centre Capital Project.

Municipal Operating Revenues

The City receives revenue from several sources, however most revenue is generated from property taxes, sales and user fees, and licences and permits. Economic activity is a significant driver of these sources of City revenue, as it affects the number of taxable properties, influences construction activity and impacts the demand for City services.



Property Taxes

Property tax revenue is collected from residential and non-residential properties. Revenue is estimated based on property assessment values and includes projected economic growth. Growth projections are calculated in consultation with Economic Development, Planning & Development, Finance, and the City's assessor.

Sales and User Fees

Fees for service are charged to customers based on usage. User fees are established through the Fees and Charges Bylaw as well as by Council approved policy, and usage is estimated based on historical volume, recent trends, and planned increases in volume. Examples include utility fee rates, tax certificates, transit revenue, and programming such as summer camps.

Franchise Fees

The City charges natural gas and electricity suppliers a percentage of their revenue for the exclusive right to provide utility services within Spruce Grove and the right to access City lands to construct, maintain, and operate their assets. The natural gas and electricity suppliers then charge back this expense to customers on their monthly utility bills.

Government Transfers - Operating

This funding includes grants from other levels of government and cost share agreements with other municipalities. Funding received in this category must be spent as specified in the grant and/or cost share agreement.

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Fines and Penalties

Revenue is received from fines for infractions of municipal bylaws and certain provincial legislation. A few examples include fines issued by the RCMP and bylaw section under the Traffic Code, including photo enforcement, and penalties for late payment of property taxes.

Sales to Other Governments

The City has a contract with Alberta Health Services for the provision of ambulance services.

Utility Administration Fee

A utility administration fee is recognized as revenue in the municipal entity as a reimbursement of administrative salaries, wages and benefits of employees funded from municipal operations for the provision of services to utility operations. The fee is calculated at 15 per cent of total utility expenses and will be reviewed in 2024 as part of the work to be performed on the Fiscal Framework.

Licences and Permits

The fees for licences and permits are charged to customers based on usage. These fees are established through the Business Licence Bylaw and the Development Fees and Fines Bylaw, and usage is estimated based on historical volume, recent trends, and planned increases in volume. Examples include business licences, planning and development permits and fire permits.

Rentals and Other

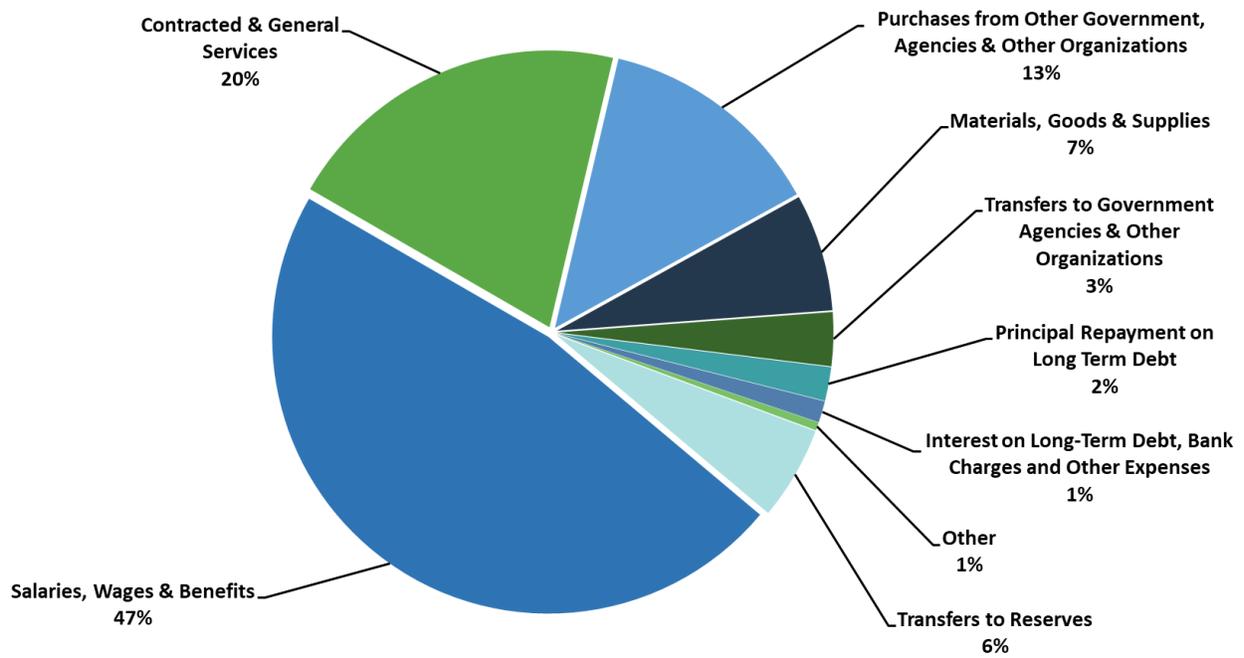
This includes facility and room rentals, interest income earned on investments, and other sponsorships and donations.

Transfer from Reserve

Transfer from Reserve are funds withdrawn from specific purpose reserve funds as authorized by Council and in accordance with policy.

Municipal Operating Expenses

The City provides infrastructure, programs and services to its residents. The City is experiencing inflation and to reduce this effect, Administration is focused on optimizing existing resources while continuing to maintain and where feasible enhance existing services.



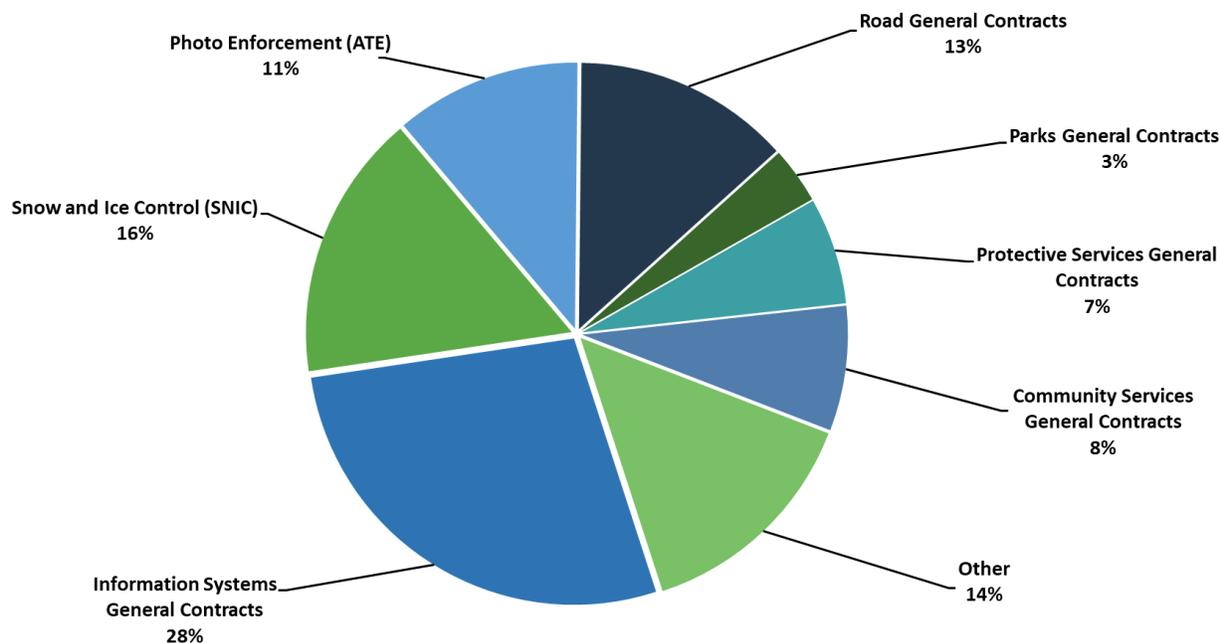
Salaries, Wages and Benefits

This is comprised of salaries and wages for permanent full-time equivalent (FTE), temporary and seasonal staff, pension, employment insurance, health care and other benefit costs.

Contracted and General Services

The City uses contractors to help deliver services and provide specialized expertise.

Budget 2024



Purchases from Other Governments

The City purchases goods and services from other governments, agencies and organizations. The City has the following contracts with other governments:

- Police Services (RCMP): There is a contract with the National Police Federation for RCMP members.
- Edmonton Transit Service (ETS): The City has a contract with ETS for commuter service and is currently a member of the Regional Transit Collaboration which is focused on providing service that is seamless, convenient, reliable, and easy to understand.

Materials, Goods and Supplies

This category of expenses includes electricity, oil and gas, road and park maintenance supplies, other program supplies, uniforms, and personal and protective equipment (PP&E).

Community Funding: Transfers to Government, Agencies and Other Organizations

This funding to the community includes funding to controlled corporations and non-profit community groups to support program and service delivery.

- Controlled corporations: The Spruce Grove Public Library and the TransAlta Tri-Leisure Centre (TLC) are both controlled corporations of the City and are provided funding to support their operations. The TLC is in partnership with other municipalities.
- Non-profit and other community groups: The City provides annual funding to a small number of community groups to support their program and service delivery to the community. There has also been an opportunity for community groups to apply for funding through the annual public budget submission process; however, this will be transitioning to a community grant program in 2024.

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List of Community Funding Provided by the City of Spruce Grove

	2022 Actuals (\$000)	2023 Revised (\$000)	2024 Interim (\$000)	2025 Planned (\$000)	2026 Planned (\$000)
Council					
Mayor's Awards - Annual High School	1	1	1	1	1
Annual Funding					
Domestic Violence	30	30	30	30	30
FCSS Organizations	20	30	30	30	30
Allied Arts Council	23	23	30	30	30
Spruce Grove & District Agricultural Society	25	25	25	25	25
Greater Parkland Information Centre (2021 provided to Visitor Information Centre)	-	15	15	15	-
Victim Services	11	11	11	11	11
Rotary Club of Spruce Grove	10	-	-	-	-
Subsidies					
Subsidies provided to various organizations	-	37	73	12	12
Public Budget Submissions					
Spruce Grove City Centre Business Association	10	10	10	-	-
Winter Emergency Response	-	28	63	28	28
Skydancer Indigenous Cultural Society	-	59	41	41	41
Parkland Wellness Center	-	-	10	-	-
Spruce Grove & District Agricultural Society	15	5	10	-	-
New Public Submissions - TBD	-	52	-	81	81
Allied Arts Council	8	8	-	-	-
TriCALA	-	8	8	-	-
Men's Shed	-	-	10	-	-
Support to Local Business					
City Centre Store Front Improvement Program	-	75	75	75	75
Funding to Controlled Corporations					
Library-Base Funding	980	1,068	1,137	1,736	2,383
Tri-Leisure Centre - Operating Funding	989	1,115	1,115	1,149	1,149
Total	2,121	2,598	2,694	3,264	3,895

Principal and Interest Repayment on Long-term Debt

Long-term debt principal and interest repayments represent the cost of borrowing funds.

Bank Charges and Other

Included in this expense is bank and credit card fees and charges and funds set aside by Council and the City Manager to fund unforeseen expenses.

Transfer to Reserve

Transfer to Reserve are funds that are set aside for specific purpose and segregated from the general revenues of the municipality within a Reserve Fund for future obligations, as authorized by Council.

Providing Utility Services

Utility Operating Budget

The City provides water, sanitary sewer, stormwater and solid waste services. Utility operating budgets are self-funded, which means all costs to provide these services, now and into the future are fully covered by the utility fees charged to users. As part of the journey to fiscal sustainability, an independent review was conducted in 2022 to ensure rates for each of the four utility services are sufficient to cover the costs to provide the services. This was needed to bring sustainability, equity, transparency, and competitiveness to that area of the City's operations along with ensuring the funding of each utility reserve is sufficient to fund the future cost requirements to operate and maintain the utility.

	2022 Actuals (\$000)	2023 Revised (\$000)	2024 Interim (\$000)	2025 Planned (\$000)	2026 Planned (\$000)
Revenues					
Sales and User Fees	23,895	25,400	28,708	31,450	32,743
Penalties	123	120	120	120	120
Other	74	2	2	2	2
Fines	-	-	-	-	-
Total Revenues	24,092	25,522	28,830	31,572	32,865
Expenses					
Purchases from Other Governments	10,331	10,199	11,318	11,527	11,670
Contracted & General Services	4,152	4,991	4,402	4,036	4,025
Utility Administration Fee Expense	2,600	2,792	2,810	2,872	2,906
Salaries, Wages & Benefits	2,162	2,316	2,491	2,639	2,776
Materials, Goods & Supplies	377	539	546	550	555
Principal Repayment on Long Term Debt	181	259	430	516	562
Interest on Long Term Debt	113	205	388	532	576
Other	14	14	14	14	14
Transfer to Reserve	4,162	4,207	6,431	8,887	9,781
Total Expenses	24,092	25,522	28,830	31,572	32,865

Explanation of significant changes:

Revenues

Sales and User Fees: Increase due to proposed rate and volume increases.

Expenses

Purchases from Other Governments: Due to rise in pricing for services from the regional wastewater commission.

Contracted and General Services: Increase in 2024 for fees to provide a condition report on the City's feeder watermain.

Principal Repayment and Interest on Long Term Debt: Increase due to taking on additional debt for Utility Capital Projects.

Utility Operating Revenues

Sales and User Fees

Includes user fees for the provision of water, sanitary sewer and solid waste services that are charged to customers based on usage, which is estimated based on historical volume, recent trends and adjusted for planned increases in volume. Also included are stormwater user fees that are charged to customers based on the size of their water meter. All utility fees were reviewed through the utility rate update completed in 2023 and are established annually through the Fees and Charges Bylaw.

Penalties and Other

Revenue received from penalties for late payment of utility bills and fees charged for non-sufficient funds. Fines and penalties are established annually through the Fees and Charges Bylaw.

Licences and Permits

Permits and inspections of water meters. These fees are established through the Development Fees and Fines Bylaw.

Utility Operating Expenses

Salaries, Wages and Benefits

This expense is comprised of salaries and wages of permanent, temporary, and seasonal staff that work directly to provide utility services in the City, and includes merit increases, pension, employment insurance, health care and other benefit costs.

Purchases from Other Governments

The City purchases goods and services from other governments, agencies and organizations. The City purchases water from EPCOR that is transmitted and treated by the Capital Region Parkland Water Services Commission and purchases sanitary sewer transmission and treatment services from ARROW Utilities (formerly the Alberta Capital Region Wastewater Commission).

Contracted and General Services

The City uses contractors to help deliver services and provide specialized expertise. Included in this category are advertising, professional fees, rentals of equipment and vehicles, and repairs and maintenance of assets.

- Water: contract inspections, and corrosion control for water assets.
- Sanitary sewer: contract inspections and root removal for sanitary sewer assets.
- Solid waste: contract for the collection and disposal of solid waste.
- Stormwater: contract inspections, storm lines flushing and storm ponds maintenance.

Utility Administration Fee

A utility administration fee is an expense in the utility entity to reimburse municipal operations for administrative salaries, wages and benefits of employees who provide services to utility

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operations. The fee is calculated at 15 per cent of total utility expenses and will be reviewed in 2024 as part of the work to be performed on the Fiscal Stewardship Framework.

Materials, Goods and Supplies and Other

This includes a variety of expenses with the majority being utilities, tools and small parts, uniforms and personal protective equipment.

Principal and Interest Repayment on Long-term Debt

Long-term debt principal and interest repayments represent the cost of borrowing funds.

Transfer to Reserve

This is the current year surplus (excess of revenues over expenses) that is transferred to utility reserves to be used as a source of funding for utility operating and capital expenditures.

Providing Development Services

Developer Operating Budget

Development projects undertaken to construct transportation, sanitary sewer, water, recreation, and library infrastructure are funded through developer levies, and debt when developer levies are insufficient. The cost of borrowing is recovered through the collection of developer contributions and levies. Presentation of the developer operating budget is necessary to illustrate the repayment of principal and interest on the development-related debt described above.

	2022 Actuals (\$000)	2023 Revised (\$000)	2024 Interim (\$000)	2025 Planned (\$000)	2026 Planned (\$000)
Revenues					
Developer Contributions and Levies	-	1,961	2,003	1,864	1,746
Transfer from Reserve	1,293	-	327	1,349	1,352
Total Revenues	1,293	1,961	2,330	3,213	3,098
Expenses					
Principal Repayment on Long Term Debt	963	963	984	1,392	1,413
Interest on Long Term Debt	330	784	504	1,093	1,052
Transfer to Developer Reserve	-	214	842	728	633
Total Expenses	1,293	1,961	2,330	3,213	3,098
Annual Surplus (Deficit)	-	-	-	-	-

Developer Operating Revenues

Developer Contributions & Levies

Development projects are funded through developer contributions and levies. This represents the estimated developer contributions and levies that are to be received through the signing of new development agreements.

Transfer from Reserve

Reserve transfers represent allocations of reserves to fund principal and interest expense on debt, and to directly fund capital expenditures in some cases.

Developer Operating Expenses

Principal and Interest Repayment on Long-term Debt

Debt principal and interest repayments represent the cost of borrowing funds.

Transfer to Reserve

This is the current year excess of developer revenues over expenses that is transferred to developer reserves. Actual reserve inflows include interest, and offsite levy receipts collected to fund front-ended expenditures and financing.

Building and Maintaining Community Infrastructure: Municipal, Utility, and Developer Capital Budget

The capital budget represents the City's investment in the construction, acquisition, and repair, maintenance, and replacement of capital assets. The long-term capital plan is a planning tool that spans a 10-year period and is aligned with Council's strategic priorities that informs future capital requirements.

The City invests in:

1. **New capital assets:** Capital initiatives that align with Council's strategic priorities to meet future growth demands related to major asset types such as community facilities, engineering structures and other infrastructure, and parks and open spaces.
2. **Repair, maintenance, and replacement (RMR) of existing capital assets:** Detailed underlying lifecycle plans support the repair, maintenance and replacement of existing assets based on asset condition, the remaining useful life of the assets, and organizational priorities.

The capital budget is balanced and fully funded, meaning the funding sources for capital projects are identified for all planned capital expenditures. This approach ensures Council and taxpayers have a clear understanding of how these projects are funded, which allows for better fiscal sustainability. Municipal capital is typically funded by capital grants, debt, other contributions, and transfers from reserves.

The utility capital budget is split into the four service areas: water, sanitary sewer, stormwater and solid waste. The budgets are self-funded through utility rates that cover the full cost to provide each of the services, both current operating costs and future capital costs. Utility capital is typically funded by debt and transfers from reserves.

The developer capital budget is funded by debt, deferred developer contributions and levies, and transfers from reserves. Debt servicing costs are recovered through the collection of future developer levies.

Maturing Capital Planning

Administration is evolving the capital planning process and moving towards seeking Council approval at the project level. Larger capital projects can span more than one year and Council's approval of the project as a whole gives spending authority to proceed with a multi-year project and supports greater efficiency and management of contractual obligations that span more than one fiscal year.

Major Capital Projects

Major municipal capital and utility capital projects include:

- **Civic Centre:** As the community grows, the need for investment in recreation, arts and culture has grown. This need is addressed through the development of a community-focused, multi-purpose Civic Centre which is the largest capital project in the City's history. The investment in this recreation and culture facility includes a library, spectator arena, community arena, art gallery and black box theatre. This project was approved by Council on June 13, 2022, at a total cost of \$72.8 million. As final tenders have been

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received on this project, the total budget is required to be revised. The amended budget is \$77.7 million.

- **Spruce Grove Transit Centre:** This project will develop the first transit centre in the City, which will be built adjacent to the Civic Centre to provide a new connection for transit on the commuter transit route and to allow for the use of public transit to events hosted at the Civic Centre. This project was approved by Council on June 13, 2022, for a total project cost of \$4.2 million. As final tenders have been received on this project, the total budget is required to be revised. The amended budget is \$5.0 million.
- **Reimagined Central Park:** Central Park remains a highly valued outdoor area in the community. This investment involves an overall site refreshment along with a scale of redevelopment, thereby ensuring the site continues to meet community needs for all ages, interests, and ability levels. The initial capital budget of was approved in the 2022 and 2023 Capital Budgets. A revised project budget was approved by Council on August 21, 2023 at a total cost of \$7.4 million.
- **City Centre Area Redevelopment Plan:** This investment in the City Centre includes both a municipal and utility component and is focused on revitalizing the area and making it a place where people of all ages come to shop, dine, work, live, socialize, interact and participate in a variety of community, arts and cultural experiences. This is a multi-year phased project that is expected to be complete in 2030 at a total cost of \$43.0 million (Municipal costs - \$24.4 million; Utility costs - \$18.6 million).

The 2024 total capital budget is \$57.5 million. Municipal capital comprises \$46.0 million of this total, followed by utility capital at \$11.5 million.

Debt Financing of Capital

Debt financing has been used to fund some of the City's municipal, utility and developer capital projects. The City maintains debt levels that allow for a healthy degree of flexibility in providing programs and services. The City recognizes that debt can be used to appropriately accelerate capital projects necessary for the well-being of the community, while considering associated inherent financing costs.

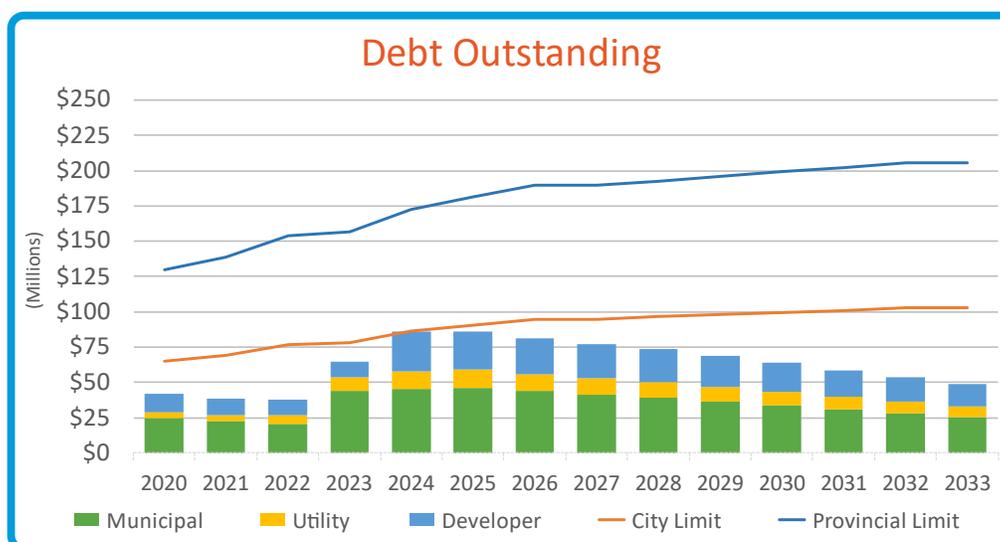
New debt is considered when funding from capital grants and other sources cannot be secured. When cash balances are sufficient, consideration is given to reducing existing debt or deferring new debt.

Debt Limits

The City has a self-imposed debt limit equal to 50 per cent of the provincial debt limit. The provincial debt limit is established by the *Municipal Government Act* and the Debt Limit Regulation requires that "the debt limit of a municipality at a point in time, in respect of the municipality's total debt, is 1.5 times the revenue of the municipality, and in respect of the municipality's debt servicing costs, that those costs are 0.25 times the revenue of the municipality."

The chart below shows the relationship between projected debt outstanding and the provincial and municipally imposed debt limits. At the close of 2024, the City is projected to reach a debt level of \$86.0 million, which represents 49.9 per cent of the provincial limit and 99.8 per cent of the municipal policy limit. The City is projecting to be at its self-imposed debt limit in 2024. Council approved the City to exceed its debt limit by up to a maximum of 10 per cent from 2024 to 2028, at the December 5, 2022 Council Meeting.

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	2022* Actuals (\$000)	2023 Revised (\$000)	2024 Interim (\$000)	2025 Planned (\$000)	2026 Planned (\$000)
Debt Outstanding (December 31)	38,073	64,779	86,045	85,931	81,472
Municipal	20,595	43,742	45,656	46,339	43,842
Utility	6,319	10,152	12,023	12,619	12,070
Developer	11,159	10,895	28,366	26,974	25,561
Provincial Limit	153,983	156,309	172,365	181,637	189,919
City Limit	76,991	78,155	86,183	90,818	94,959
Debt Within City Policy	49.5%	82.9%	99.8%	94.6%	85.8%
Debt Within the Provincial Policy	24.7%	41.4%	49.9%	47.3%	42.9%

The province sets legislated limits for debt outstanding and debt servicing. These limits are based on revenue earned by the City in a particular year. Revenue as defined in Alberta Regulation 255/00 is calculated using the total revenue for the reporting year less capital government transfers and contributed tangible capital assets recognized in the year. The City does not include contributed tangible capital assets in the total revenue budgets and plans, and as a result they have not been included total revenue in the following table.

	2022* Actuals (\$000)	2023 Revised (\$000)	2024 Interim (\$000)	2025 Planned (\$000)	2026 Planned (\$000)
Total Revenue	115,240	118,057	129,274	129,931	134,046
Government Transfers - Capital	(12,585)	(13,851)	(14,364)	(8,840)	(7,530)
Revenue for Debt Limit	102,655	104,206	114,910	121,091	126,516

* 2022 actual audited financial statements include \$6,721 in Contributed Tangible Capital Assets.

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Section 276(2) of the *Municipal Government Act* requires that debt and debt limits as defined by Alberta Regulation 255/00 for the City be disclosed as follows:

	2022 Actuals (\$000)	2023 Revised (\$000)	2024 Interim (\$000)	2025 Planned (\$000)	2026 Planned (\$000)
Total Debt Limit (1.5 x Revenue)	153,983	156,309	172,365	181,637	189,773
Less Total Debt	(38,072)	(64,790)	(86,044)	(85,932)	(81,471)
Amount of Debt Limit Unused	115,911	91,519	86,321	95,705	108,302
Debt Servicing Limit (0.25 x Revenue)	25,664	26,052	28,728	30,273	31,629
Less Debt Servicing	(3,915)	(3,929)	(4,857)	(7,735)	(8,053)
Amount of Debt Servicing Limit Unused	21,749	22,123	23,871	22,538	23,576

Debt Outstanding and Debt Servicing

The following table summarizes total debt outstanding by project and entity:

	2022 Actuals (\$000)	2023 Revised (\$000)	2024 Interim (\$000)	2025 Planned (\$000)	2026 Planned (\$000)
Agrena	304	103	-	-	-
City Hall Renovation				3,020	2,936
Civic Centre	-	24,920	25,704	24,891	24,040
Library	341	175	-	-	-
Local Improvements	2,946	2,596	2,235	1,865	1,484
Printer Leases	50	11	-	-	-
Protective Services Facility	4,668	4,308	3,936	3,552	3,156
Public Works Facility	4,123	3,933	3,736	3,530	3,317
RCMP Facility	7,375	6,933	6,490	6,048	5,605
Re-imagined Central Park			2,841	2,763	2,679
Solar Panel Lease - Protective Services	-	-	425	406	385
Solar Panel Lease - Public Works	335	312	289	264	239
Westwind Lands	452	452	-	-	-
Tri-Leisure Centre	-	-	-	-	-
Municipal Debt Outstanding	20,595	43,743	45,656	46,339	43,841
Industrial WM and Surface Rehab (Utility)	1,979	5,954	5,738	5,514	5,282
Storm System Upgrades	1,940	1,848	1,755	1,658	1,559
Support to City Center ARP	2,400	2,350	3,730	4,668	4,474
Storm Sewer Rehab - Facilities	-	-	800	778	754
Utility Debt Outstanding	6,319	10,152	12,023	12,618	12,069
New Growth Transportation	10,309	10,119	9,208	8,297	7,384
Water Reservoir	849	776	703	629	556
Civic Centre	-	-	18,455	18,048	17,621
New Growth Water	-	-	-	-	-
New Growth Sanitary Sewer	-	-	-	-	-
Developer Debt Outstanding	11,158	10,895	28,366	26,974	25,561
Total Debt Outstanding	38,072	64,790	86,044	85,932	81,471

Debt servicing (principal and interest repayments) on the debt are as follows:

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	2022 Actuals (\$000)	2023 Revised (\$000)	2024 Interim (\$000)	2025 Planned (\$000)	2026 Planned (\$000)
Municipal					
Principal Repayment on Long Term Debt	1,780	1,783	1,684	2,337	2,497
Interest on Long Term Debt	666	605	878	1,903	1,992
	2,446	2,388	2,562	4,240	4,489
Utility					
Principal Repayment on Long Term Debt	180	235	430	504	549
Interest on Long Term Debt	92	129	388	506	550
	272	364	818	1,010	1,099
Developer					
Principal Repayment on Long Term Debt	963	963	984	1,392	1,413
Interest on Long Term Debt	233	214	504	1,093	1,052
	1,196	1,177	1,488	2,485	2,465
Total Principal and Interest	3,914	3,929	4,868	7,735	8,053

Principal and interest on debt is repayable to the Alberta Capital Financing Authority, Government of Alberta, Canadian Imperial Bank of Commerce, and Pacific and Western Bank at rates ranging from 1.882-5.820 per cent per annum. Debt is issued on the credit and security of the City of Spruce Grove.

Municipal Capital Budget



Municipal Capital Revenues

Government transfers, otherwise referred to as capital grants, make up a large proportion of the financing for municipal capital projects. Grants are typically not used to fund utility capital, as utility rates reflect the full cost of providing these services, which includes investment in new capital assets and the repair, maintenance and replacement of existing capital assets. Debt is utilized to leverage funds for large capital projects. Cost share and other partnerships agreements with the provincial and federal governments and neighbouring communities also help fund some capital project costs. Transfers from reserves are typically used to fund capital asset repairs, maintenance, and replacement. Capital grants received by the City include:

- Municipal Sustainability Initiative (MSI):** MSI is the City’s largest capital grant, which it receives annually from the Government of Alberta to support funding municipal infrastructure priorities. The City has not used all of the allotted MSI funding it has received as the City has been saving the funding for significant capital projects such as the Civic Centre. Therefore, the opening balance of MSI available to fund future capital projects is approximately \$7.3 million. In 2024, the MSI program is going to be replaced by the Local Government Fiscal Framework (LGFF) and funding allocations for each municipality have not yet been determined by the Government of Alberta. For the purposes of Budget 2024, the City has estimated the annual LGFF revenue for 2024 to 2032 will be equal to the amount of MSI funding the City received in 2023 (annual allocation of \$3.9 million).
- Canada Community Building Fund (CCBF):** This is the former Federal Gas Tax funding. The City receives an annual grant from the federal government under this program to fund projects in 18 specific categories. The City receives approximately \$2.2 million annually under this grant program.

Non-Cash Transactions

Amortization expense and contributed tangible capital assets are non-cash budget items that are necessary to report on to comply with reporting requirements, but do not impact taxes.

Amortization of Tangible Capital Assets

Amortization expense is the non-cash write-off of a capital asset over its expected period of use. This is not included in the operating budget tables as it is a non-cash item, however it is included in the City’s consolidated annual audited financial statements to meet financial reporting requirements.

Contributed Tangible Capital Assets

Contributed tangible capital assets are assets donated from third parties, usually developers, who construct infrastructure and turn the assets over to the City. The City recognizes contributed tangible capital assets as a capital asset and contributed assets revenue in the City’s consolidated annual financial statements to meet financial reporting requirements.

Non-Cash Transaction Budgets (in millions)	2024 Interim	2025 Planned	2026 Planned
Amortization Expense	\$20.2	\$21.1	\$21.7
Contributed Tangible Capital Assets	\$11.3	\$6.7	\$6.8

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Municipal Capital Expenditures

(In Thousands of Dollars)

	2022 Actuals (\$000)	2023 Revised (\$000)	2024 Interim (\$000)	2025 Planned (\$000)	2026 Planned (\$000)
Revenues					
Government Transfers - Capital	10,676	28,081	14,364	8,840	7,530
Debenture Proceeds	-	24,920	24,531	994	-
Cost Share Revenue	1,462	2,192	1,459	-	-
Other	-	-	161	489	399
Transfer From Reserves	4,747	13,322	5,852	4,581	7,548
Total Revenues	16,884	68,514	46,368	14,904	15,477
Expenditures					
Civic Infrastructure	1,733	2,318	4,823	1,929	900
Community Facilities	6,766	44,383	28,714	1,361	3,327
Parks and Open Spaces	1,073	3,075	6,816	1,484	1,498
Public Safety	68	1,290	650	479	426
Public Transit	1,434	4,359	93	302	524
Public Works	108	111	18	-	18
Transportation and Roadways	5,703	12,977	5,255	9,350	8,784
Total Expenditures	16,884	68,514	46,368	14,904	15,477

This table presentation aligns with the Audited Financial Statement categories:

	2022 Actuals (\$000)	2023 Revised (\$000)	2024 Interim (\$000)	2025 Planned (\$000)	2026 Planned (\$000)
Revenues					
Government Transfers - Capital	10,676	28,081	14,364	8,840	7,530
Debenture Proceeds	-	24,920	24,531	994	-
Cost Share Revenue	1,462	2,192	1,459	-	-
Other	-	-	161	489	399
Transfer From Reserves	4,747	13,322	5,852	4,581	7,548
Total Revenues	16,884	68,514	46,368	14,904	15,477
Expenditures					
Land	5,300	-	-	-	-
Land Improvements	692	2,299	7,673	1,308	383
Leasehold Improvements	1	26	-	-	-
Buildings	3,733	48,868	28,306	2,207	3,020
Engineered Structures	5,499	11,240	4,957	7,180	7,630
Machinery & Equipment	1,466	5,008	5,018	3,588	3,100
Vehicles	194	1,073	414	622	1,344
Total Expenditures	16,884	68,514	46,368	14,904	15,477

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Municipal 10-Year New Capital Plan

Service Type	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2024-2033
Capital Project	Interim (\$000)	Planned (\$000)	10 Year Total (\$000)								
Civic Infrastructure											
Fibre Ring - Phase 3	226	-	-	-	-	-	-	-	-	-	226
Fibre Ring - Phase 4	-	155	-	-	-	-	-	-	-	-	155
Solar Installation at Protective Services	425	-	-	-	-	-	-	-	-	-	425
Solar Installation at BPAC	-	-	-	-	303	-	-	-	-	-	303
Public Works 2nd floor buildout	-	-	-	-	-	-	-	-	170	-	170
Fire Services Software Replacement	13	-	-	-	-	-	-	-	-	-	13
Supportive Housing Infrastructure	1,500	-	-	-	-	-	-	-	-	-	1,500
Civic Infrastructure Total	2,164	155	-	-	303	-	-	-	170	-	2,792
Community Facilities											
Civic Centre Development - Facility	24,903	-	-	-	-	-	-	-	-	-	24,903
Civic Centre Development - Equipment	2,750	-	-	-	-	-	-	-	-	-	2,750
Vehicle for Electrician position	-	-	105	-	-	-	-	-	-	-	105
Plumber/Gasfitter Vehicle	-	-	76	-	-	-	-	-	-	-	76
Community Facilities Total	27,653	-	180	-	27,833						
Parks and Open Spaces											
Implementation of Outdoor Facilities Strategy	21	30	100	100	520	-	-	100	80	-	951
Jubilee Park Master Plan Implementation	-	-	100	-	-	-	-	-	-	-	100
Re-Imagined Central Park	5,921	880	-	-	-	-	-	-	-	-	6,801
Scattering Gardens - Pioneer Cemetery	-	-	100	-	-	-	-	-	-	-	100
Wide Area Mower Equipment	91	-	-	-	-	-	-	-	-	-	91
Portable Event Stage	-	-	210	-	-	-	-	-	-	-	210
Utility Vehicle	-	23	-	-	-	-	-	-	-	-	23
Pickup for New Parks Operator	-	-	60	-	-	-	-	-	-	-	60
Parks and Open Spaces Total	6,033	933	570	100	520	-	-	100	80	-	8,336
Public Transit											
Spruce Grove Transit Centre	30	-	-	-	-	-	-	-	-	-	30
Transit - Local Service: Install Bus Stops	63	63	63	63	-	-	-	-	-	-	250
Public Transit Total	93	63	63	63	-	-	-	-	-	-	280
Public Works											
Snow Storage site	-	-	-	-	-	-	-	-	-	200	200
Public Works Total	-	200	200								
Transportation											
Snow and Ice Removal Equipment	-	810	-	-	-	-	-	-	-	-	810
Paviject MG7 Skid Steer Attachment	-	-	60	-	-	-	-	-	-	-	60
F550 With Dump Box	-	105	-	-	-	-	-	-	-	-	105
Boundary Road West, Design	400	-	-	-	-	-	-	-	-	-	400
Transportation Total	400	915	60	-	1,375						
NEW MUNICIPAL CAPITAL TOTAL	36,342	2,065	873	163	823	-	-	100	250	200	40,816

Budget 2024

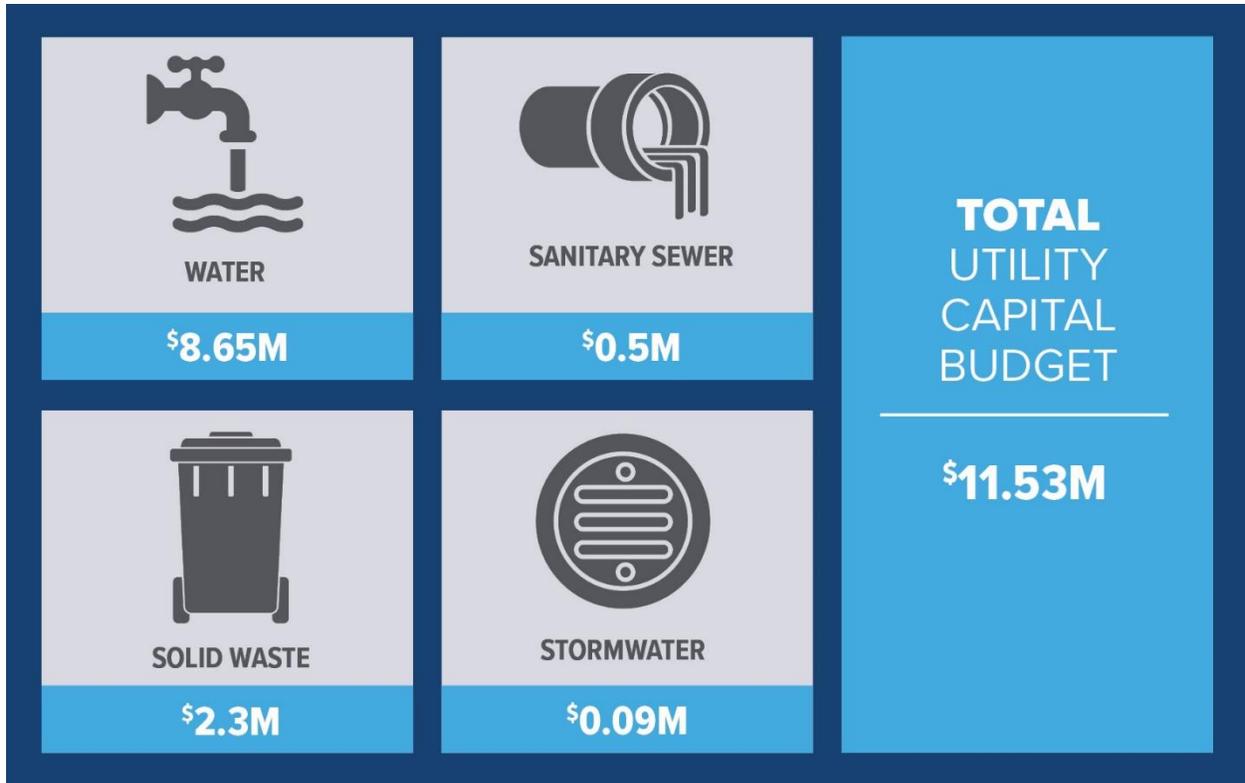
Municipal 10-Year Repairs, Maintenance and Replacement (RMR) Capital Plan

Service Type Capital Project	2024 Interim (\$000)	2025 Planned (\$000)	2026 Planned (\$000)	2027 Planned (\$000)	2028 Planned (\$000)	2029 Planned (\$000)	2030 Planned (\$000)	2031 Planned (\$000)	2032 Planned (\$000)	2033 Planned (\$000)	2024- 2033 10 Year Total (\$000)
Civic Infrastructure											
IS Lifecycle Replacement Plan	574	780	740	495	1,059	821	854	661	349	939	7,273
Vehicle Lifecycle Replacement Plan	59	-	160	208	177	-	-	113	100	-	817
City Hall Renovation - 2nd & 3rd floor	2,026	994	-	-	-	-	-	-	-	-	3,020
Civic Infrastructure Total	2,659	1,774	900	703	1,236	821	854	774	448	939	11,110
Community Facilities											
Equipment Lifecycle Replacement Plan	25	25	-	17	276	17	-	50	-	250	660
TLC Capital Contributions (51.8%)	534	1,033	1,520	1,653	1,367	1,178	275	152	3,080	294	11,087
Facilities Lifecycle Replacement Plan	501	303	1,626	-	1,200	-	-	-	-	-	3,630
Community Facilities Total	1,061	1,361	3,147	1,669	2,844	1,195	275	202	3,080	544	15,377
Parks and Open Spaces											
Equipment Lifecycle Replacement Plan	534	251	515	279	442	387	536	458	213	602	4,215
Parks & Open Spaces Rehabilitation Program	-	200	-	200	-	220	-	220	-	220	1,060
Vehicle Lifecycle Replacement Plan	59	-	293	64	74	212	-	190	94	213	1,199
Parks & Open Spaces Rehabilitation Program	175	100	120	100	100	100	200	200	200	300	1,595
Parks Lifecycle Replacement Plan	15	-	-	-	40	-	75	-	60	-	190
Parks and Open Spaces Total	783	551	928	643	655	919	811	1,068	567	1,334	8,259
Public Safety											
Equipment Lifecycle Replacement Plan	400	201	332	248	-	-	357	5,049	364	290	7,240
Vehicle Lifecycle Replacement Plan	250	278	94	157	373	198	-	52	-	162	1,563
Public Safety Total	650	479	426	404	373	198	357	5,101	364	451	8,804
Public Transit											
Transit Bus Lifecycle Replacement Plan	-	239	462	1,333	364	-	-	209	1,654	1,687	5,947
Public Transit Total	-	239	462	1,333	364	-	-	209	1,654	1,687	5,947
Public Works											
Equipment Lifecycle Replacement Plan	18	-	18	-	153	14	-	123	258	24	607
Public Works Total	18	-	18	-	153	14	-	123	258	24	607
Transportation											
Equipment Lifecycle Replacement Plan	230	1,285	1,099	439	1,458	569	-	1,936	-	2,518	9,535
Traffic Signal Rehabilitation Program	800	-	400	-	400	-	-	-	-	-	1,600
Bridge and Tunnel Rehabilitation Program	-	-	-	-	304	-	444	-	1,639	141	2,528
Road Rehabilitation Program	-	-	2,020	-	-	-	-	3,900	-	3,985	9,905
Vehicle Lifecycle Replacement Plan	89	-	95	67	-	66	-	165	-	42	524
Support to City Center ARP	2,726	2,000	2,000	1,500	1,800	1,800	1,800	-	-	-	13,626
Arterial Roadways and Hwy 16A Resurfacing	1,010	1,850	1,850	-	1,000	1,000	-	1,400	1,400	1,000	10,510
Collector/Local Roadway/Lane Resurfacing	-	1,800	-	1,900	2,000	-	2,000	2,200	2,300	2,400	14,600
Industrial WM and Surface Rehab	-	1,500	1,260	1,800	-	-	800	1,500	-	-	6,860
Transportation Total	4,855	8,435	8,724	5,706	6,962	3,435	5,044	11,101	5,339	10,086	69,687
RMR MUNICIPAL CAPITAL TOTAL	10,025	12,839	14,604	10,459	12,586	6,582	7,341	18,578	11,710	15,066	119,790

Budget 2024

Detailed capital profiles can be found in [Appendix B.1](#).

Utility Capital Budget



Utility Capital Revenues

Utility capital is funded by debt and transfers from reserves. Reserves are generated from the surplus of utility revenues in excess of expenditures. Debt is utilized to leverage funds for large capital projects, or when reserve balances are not sufficient.

Budget 2024

Utility Capital Expenditures

	2022 Actuals (\$000)	2023 Revised (\$000)	2024 Interim (\$000)	2025 Planned (\$000)	2026 Planned (\$000)
Revenues					
Government Transfers - Capital	393	-	-	-	-
Debenture Proceeds	2,400	4,068	2,750	1,100	-
Cost Share Revenue	-	-	-	-	-
Other			200	43	15
Transfer From Reserves	1,155	7,789	8,583	6,261	6,348
Total Revenues	3,948	11,857	11,533	7,404	6,363
Expenditures					
Water	3,522	10,439	8,651	6,274	5,376
Sanitary Sewer	62	179	539	177	37
Solid Waste		1,238	2,254	894	950
Stormwater	363	-	89	60	-
Total Expenditures	3,948	11,857	11,533	7,404	6,363

This table presentation aligns with the Audited Financial Statement categories:

	2022 Actuals (\$000)	2023 Revised (\$000)	2024 Interim (\$000)	2025 Planned (\$000)	2026 Planned (\$000)
Revenues					
Government Transfers - Capital	393	-	-	-	-
Debenture Proceeds	2,400	4,068	2,750	1,100	-
Cost Share Revenue	-	-	-	-	-
Other			200	43	15
Transfer From Reserves	1,155	7,789	8,583	6,261	6,348
Total Revenues	3,948	11,857	11,533	7,404	6,363
Expenditures					
Land	-	-	-	-	-
Land Improvements	-	-	235	375	-
Leasehold Improvements	-	-	-	-	-
Buildings	-	-	-	-	-
Engineered Structures	3,589	11,046	8,790	6,068	5,430
Machinery & Equipment	359	727	1,569	660	860
Vehicles	-	83	939	301	73
Total Expenditures	3,948	11,857	11,533	7,404	6,363

Budget 2024

Utility 10-Year New Capital Plan

Service Type Capital Project	2024 Interim (\$000)	2025 Planned (\$000)	2026 Planned (\$000)	2027 Planned (\$000)	2028 Planned (\$000)	2029 Planned (\$000)	2030 Planned (\$000)	2031 Planned (\$000)	2032 Planned (\$000)	2033 Planned (\$000)	2024- 2033 10 Year Total (\$000)
Water											
Water Meters Growth Plan	350	350	350	350	350	350	350	350	350	350	3,500
Hydro Vac Drying Pad Facility (Water 20%)	-	75	-	-	-	-	-	-	-	-	75
Pickup Truck Water/Sanitary Maintenance Operator	-	38	-	-	-	-	-	-	-	-	38
AMI - Real Time Utility Monitoring	300	-	-	-	-	-	-	-	-	-	300
Water Total	650	463	350	3,913							
Sanitary Sewer											
Hydro Vac Drying Pad Facility (Sewer 15%)	-	56	-	-	-	-	-	-	-	-	56
Pickup Truck Water/Sanitary Maintenance Operator	-	38	-	-	-	-	-	-	-	-	38
Sanitary Sewer Total	-	94	-	94							
Stormwater											
Hydro Vac Drying Pad Facility (Storm 65%)	-	244	-	-	-	-	-	-	-	-	244
Amphibious Machine	240	-	-	-	-	-	-	-	-	-	240
Re-Imagined Central Park	235	-	-	-	-	-	-	-	-	-	235
Pickup Truck for Storm Operator	75	-	-	-	-	-	-	-	-	-	75
Compact Excavator & Trailer	-	-	200	-	-	-	-	-	-	-	200
Stormwater Total	550	244	200	-	994						
Solid Waste											
Spruce Grove- Eco Centre	-	-	-	300	2,700	-	-	-	-	-	3,000
Solid Waste Total	-	-	-	300	2,700	-	-	-	-	-	3,000
UTILITY CAPITAL TOTAL	1,200	800	550	650	3,050	350	350	350	350	350	8,000

Budget 2024

Utility 10-Year Repairs, Maintenance and Replacement (RMR) Capital Plan

Service Type Capital Project	2024 Interim (\$000)	2025 Planned (\$000)	2026 Planned (\$000)	2027 Planned (\$000)	2028 Planned (\$000)	2029 Planned (\$000)	2030 Planned (\$000)	2031 Planned (\$000)	2032 Planned (\$000)	2033 Planned (\$000)	2024-2033 10 Year Total (\$000)
Water											
Industrial WM and Surface Rehab	3,840	-	3,180	2,520	1,920	2,500	-	2,500	-	-	16,460
Support to City Center ARP	1,500	1,500	1,500	1,500	2,200	2,200	-	-	-	-	10,400
Water Meter Replacement	310	310	310	310	310	310	310	310	310	310	3,097
Water Rehabilitation Program	-	3,643	-	-	-	-	4,000	-	4,000	4,000	15,643
Vehicle Lifecycle Replacement Plan	78	83	37	119	-	-	81	-	48	-	445
Equipment Lifecycle Replacement Plan	74	-	-	-	-	-	-	-	86	5	164
Water Reservoir	2,200	-	-	1,000	-	-	-	-	-	-	3,200
Pressure Reducing Valves	-	275	-	-	-	-	-	-	-	-	275
Water Total	8,001	5,811	5,026	5,449	4,430	5,010	4,391	2,810	4,443	4,314	49,685
Sanitary Sewer											
Support to City Center ARP	-	-	-	-	700	700	-	-	-	-	1,400
Sanitary Sewer Rehabilitation	-	-	-	375	375	400	400	400	400	450	2,800
Vehicle Lifecycle Replacement Plan	465	83	37	69	-	-	81	-	48	-	783
Equipment Lifecycle Replacement Plan	74	-	-	-	-	-	-	-	86	5	164
Sanitary Sewer Total	539	83	37	444	1,075	1,100	481	400	534	455	5,147
Stormwater											
Storm Rehab (Catch Basins)	450	450	500	500	500	550	550	600	600	600	5,300
Storm Rehab - Stormwater Mgmt. Facility	800	200	250	125	100	150	120	100	125	300	2,270
Vehicle Lifecycle Replacement Plan	233	-	-	-	-	72	176	-	-	-	480
Equipment Lifecycle Replacement Plan	221	-	-	-	-	40	-	-	257	15	533
Stormwater Total	1,704	650	750	625	600	812	846	700	982	915	8,583
Solid Waste											
Vehicle Lifecycle Replacement Plan	89	60	-	-	-	-	-	-	-	-	149
Equipment Lifecycle Replacement Plan	-	-	-	-	-	-	-	145	-	-	145
Solid Waste Total	89	60	-	-	-	-	-	145	-	-	294
RMR UTILITY CAPITAL TOTAL	10,333	6,604	5,813	6,519	6,105	6,922	5,717	4,055	5,959	5,684	63,710

Detailed capital profiles can be found in [Appendix B.1](#).

Developer Capital Budget

Developer Capital Revenues

New growth development is funded through developer levies and contributions. The City has front ended development with debt when reserves were not sufficient. The cost of this debt is subsequently recovered from developers through the collection of future developer levies. The City is moving away from the front-ending of offsite infrastructure.

Developer Capital Expenditures

	2022 Actuals (\$000)	2023 Revised (\$000)	2024 Interim (\$000)	2025 Planned (\$000)	2026 Planned (\$000)
Revenues					
Developer Contributions & Levies	298	-	-	425	97
Debenture Proceeds	-	700	-	-	-
Transfer From Reserves	-	300	-	-	-
Total Revenues	298	1,000	-	425	97
Expenditures					
Parks and Open Spaces	182	-	-	-	97
Transportation	116	1,000	-	425	-
Water	-	-	-	-	-
Sanitary Sewer	-	-	-	-	-
Total Expenditures	298	1,000	-	425	97

This table presentation aligns with the Audited Financial Statement categories:

	2022 Actuals (\$000)	2023 Revised (\$000)	2024 Interim (\$000)	2025 Planned (\$000)	2026 Planned (\$000)
Revenues					
Developer Contributions & Levies	298	-	-	425	97
Debenture Proceeds	-	700	-	-	-
Transfer From Reserves	-	300	-	-	-
Total Revenues	298	1,000	-	425	97
Expenditures					
Land	-	-	-	-	-
Land Improvements	182	-	-	-	97
Leasehold Improvements	-	-	-	-	-
Buildings	-	-	-	-	-
Engineered Structures	116	1,000	-	425	-
Machinery & Equipment	-	-	-	-	-
Vehicles	-	-	-	-	-
Total Expenditures	298	1,000	-	425	97

Budget 2024

Developer 10-Year New Capital Plan (Municipal)

Service Type Capital Project	2024 Interim (\$000)	2025 Planned (\$000)	2026 Planned (\$000)	2027 Planned (\$000)	2028 Planned (\$000)	2029 Planned (\$000)	2030 Planned (\$000)	2031 Planned (\$000)	2032 Planned (\$000)	2033 Planned (\$000)	2024- 2033 10 Year Total (\$000)
Parks and Open Spaces											
Parks Portfolio (not predetermined)	-	-	97	-	-	-	-	-	-	-	97
Parks and Open Spaces Total	-	-	97	-	-	-	-	-	-	-	97
Transportation											
Grove Drive East Twinning	-	-	-	-	-	-	-	3,120	-	-	3,120
Traffic Signals / Intersection Improvements - Golden Spike Road / Diamond Ave	-	-	-	-	600	-	-	-	-	-	600
Transportation Total	-	-	-	-	600	-	-	3,120	-	-	3,720
NEW DEVELOPER MUNICIPAL CAPITAL TOTAL	-	-	97	-	600	-	-	3,120	-	-	3,817

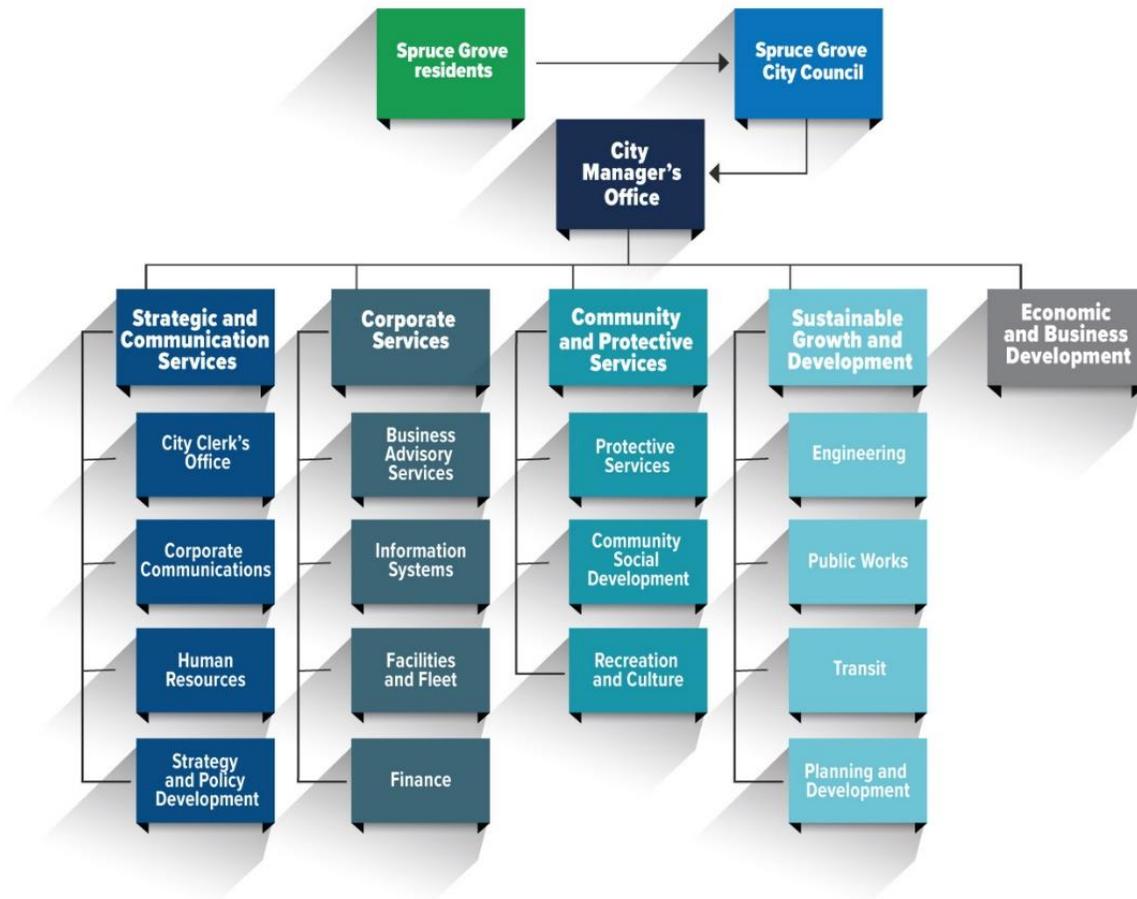
Developer 10-Year New Capital Plan (Utility)

Service Type	2024 Interim (\$000)	2025 Planned (\$000)	2026 Planned (\$000)	2027 Planned (\$000)	2028 Planned (\$000)	2029 Planned (\$000)	2030 Planned (\$000)	2031 Planned (\$000)	2032 Planned (\$000)	2033 Planned (\$000)	2024 - 2033 (\$000)
Water											
Pressure Reducing Valves 10,15; 50% City / 50% Developer	-	200	-	-	-	-	-	-	-	-	200
Pressure Reducing Valves 11, 12; 25% City / 75% Developer	-	225	-	-	-	-	-	-	-	-	225
Water Reservoir Cell #4 Detailed Design	-	-	-	-	-	-	-	-	-	250	250
Water Total	-	425	-	-	-	-	-	-	-	250	675
NEW DEVELOPER UTILITY CAPITAL TOTAL	-	425	-	-	-	-	-	-	-	250	675

Detailed capital profiles can be found in [Appendix B.1](#).

City Structure and Functions

Organizational Structure



Spruce Grove City Council

The City of Spruce Grove is governed by an elected Council of a mayor and six councillors. Spruce Grove City Council is responsible for identifying the overall vision for the community and developing a long-term strategic plan for the City. Council also reviews and approves new or amended policies and bylaws, and approves the annual fiscal and corporate plan, which is the City's principal guiding document for providing residents with a high quality of life with affordable services, while also staying the strategic course of municipal economic sustainability.

City Manager's Office

The City Manager's Office includes the City Manager who is responsible for the overall administration of the City of Spruce Grove and provides a key administrative leadership role to the organization. The City Manager acts as a liaison between Spruce Grove City Council and Administration and ensures the implementation of City policies and programs. Economic and Business Development is also part of this area. Economic and Business Development is responsible for facilitating programs and services intended to help local businesses prosper and grow and attract new business and investment to Spruce Grove. In addition, the department facilitates boards and committees including the City Centre Business Association and the Economic Development Advisory Committee.

Strategic and Communication Services

Strategic and Communication Services is comprised of several areas with responsibilities including strategy and policy development, legislative administration, intergovernmental relations, and environmental initiatives. As well, Strategic and Communication Services leads human resources, corporate training and labour relations, strategic communications planning and consulting, branding and visual identity, issues management and media relations for the organization.

In addition, this division supports senior management and elected officials who represent the City's interests with various intergovernmental associations including the Edmonton Metropolitan Region Board (EMRB), Edmonton Global, Alberta Municipalities, as well as the Federation of Canadian Municipalities (FCM). This area also facilitates boards and committees including the Subdivision and Development Appeal Board and the Youth Advisory Committee as well as serving as the City's administrative liaison to the Meridian Foundation Management Board.

Strategic and Communication Services contains the following departments: City Clerk's Office, Corporate Communications, Human Resources, and Strategy and Policy Development.

Corporate Services

Corporate Services is comprised of several areas that focus on leading out key corporate and operational business functions for the organization. Key functions include the City's fiscal sustainability framework, integrated risk management, long-range accommodation planning, as well as information management and technology governance. Operational business functions include financial planning and reporting, utility administration, assessment and taxation, procurement, insurance and claim administration, legal administration, customer service program coordination, technology and network administration, corporate planning and reporting, asset management, and the ongoing management and maintenance of the City's facilities and fleet vehicle and equipment assets throughout their lifecycle.

Corporate Services contains the following departments: Business Advisory Services, Information Systems, Facilities and Fleet Management, and Finance.

Community and Protective Services

Community and Protective Services is comprised of several areas with responsibilities that include preventative social programming, counselling, indoor and outdoor facility management, open space planning, recreation, culture, community events, Horizon Stage, volunteer development, Enforcement Services and integrated Fire/EMS. In addition, Community and Protective Services serves as the City's administrative liaison to the RCMP Parkland Detachment (including oversight entities), TransAlta Tri Leisure Centre Board, Yellowhead Regional Library Board, Inter City Forum on Social Policy, Joint Use Committee, and facilitates boards and committees including the Spruce Grove Public Library Board.

Community and Protective Services contains the following departments: Protective Services, Community Social Development, and Recreations and Culture.

Sustainable Growth and Development Services

Sustainable Growth and Development Services is comprised of several areas that are responsible for long-range land use planning, construction-related projects, and monitoring the construction of new infrastructure by private interests. In addition, Sustainable Growth and Development Services provides essential infrastructure services for the community through operating and maintaining many of the City's physical infrastructure assets, such as utilities, roadways, trails, and parks, following their initial construction through to the end of their service lives. The division is also responsible for providing key services through contract arrangements, including transit, solid waste, organics and recyclable materials collection, and all building, plumbing, electrical and gas inspections for new construction.

This area also serves as the City's administrative liaison to ARROW Utilities, Capital Region Parkland Water Services Commission, and Edmonton Region Waste Advisory Committee.

Sustainable Growth and Development Services contains the following departments: Engineering, Public works, Transit, and Planning and Development.

Services by Function

Considering program and service delivery, the City is divided in six key functions:

- General Government
- Protective Services
- Transportation and Roadway Services
- Community Services
- Development Services
- Utility Services

City Structure and Functions

General Government

General Government is comprised of Council and General Administration. Council makes decisions regarding delivery and service levels on behalf of the municipality to balance the needs and wants of City residents in a financially responsible manner. General Administration is responsible for the administration of the municipality. This function contains the following areas:

- Council
- City Manager's Office
- City Clerk's Office
- Corporate Communications
- Human Resources
- Strategy and Policy Development
- Business Advisory Services
- Finance
- Information Systems

Operating Budget

	2022 Actuals (\$000)	2023 Revised (\$000)	2024 Interim (\$000)	2025 Planned (\$000)	2026 Planned (\$000)
Revenues					
Property Taxes	45,235	49,230	53,720	58,452	62,544
Franchise Fees	7,444	8,045	8,155	8,375	8,602
Utility Administration Fee Revenue	2,600	2,792	2,810	2,872	2,906
Penalties	672	675	686	697	709
Investment Income	456	574	456	466	548
Sales and User Fees	181	177	177	177	177
Other	56	23	24	84	24
Gain on Disposal of Investments	45	-	-	-	-
Government Transfers - Operating	42	-	-	-	-
Transfer from Reserve	1,746	879	393	416	342
Total Revenues	58,477	62,395	66,421	71,539	75,852
Expenses					
Salaries, Wages & Benefits	9,250	10,741	11,391	12,051	12,570
Contracted & General Services	5,671	5,287	5,599	5,714	5,733
Other	350	360	406	406	406
Materials, Goods & Supplies	172	142	123	156	125
Bank Charges	112	141	122	122	122
Principal Repayment on Long Term Debt	50	50	11	-	-
Interest on Long Term Debt	4	9	-	-	-
Loss on Disposal of Investments	-	1	-	-	-
Transfers to Government Agencies & Other Organizations	1	-	-	-	-
Transfer to Reserve	1,874	3,402	4,683	4,288	5,388
Total Expenses	17,484	20,133	22,335	22,737	24,344
Annual Surplus (Deficit)	40,993	42,262	44,086	48,802	51,508

City Structure and Functions

City Clerk's Office

The City Clerk's Office supports the democratic governance model for City Council, all City departments and Spruce Grove residents. The office also administers the electoral and legislative programs of the City. Further, the City Clerk's Office oversees the City's responsibilities under the Freedom of Information and Protection of Privacy Act and the City's Information Management program.

Programs and Services Overview

The following list of programs and services are provided by the City Clerk's Office:

- Overseeing, guiding and tracking the entire legislative process, from drafting of proposed bylaws and policies to final approval and publication.
- Creating and publishing agendas for all Council and Governance and Priorities Committee meetings and providing parliamentary procedural guidance to Council and Administration.
- Planning, coordinating and executing the municipal census, municipal and local school board elections, and Council orientation program.
- Overseeing the Subdivision and Development Appeal Board and associated processes.
- Planning, coordinating and executing Council remuneration reviews.
- Planning, coordinating and executing Board and Committee recruitment process.
- Overseeing the records and information management program and administering the responsibilities under the *Freedom of Information and Protection of Privacy Act*.

Corporate Communications

The Corporate Communications Department leads external communications planning and consulting, branding and visual identity, writing and editing, issues management, and media relations for the organization as well as providing strategic advice to departments within the City on public participation practices. Corporate Communications also provides communications support to Council.

Using various tools and tactics, the department helps inform Spruce Grove residents, City staff and other stakeholders about the City's activities, programs, policies and initiatives.

Programs and Services Overview

Key department responsibilities include:

- Providing communications advice to departments within the City.
- External communications and advertising to increase public awareness of City (Council) decisions, programs and services.
- Creative services and brand management.
- Website and intranet development, support and management.
- Social media engagement, support and management.
- Public engagement consultation with departments and management of public engagement software.

City Structure and Functions

Human Resources

The Human Resources Department is an advisor and strategic partner for the organization to support achieving business objectives while ensuring the fair and equitable treatment of all employees. The team oversees the management and development of people resources, enabling both employee and organizational success. Human Resources also manages labour relations, payroll and benefit processing and oversees the Health and Safety Program, which represents the City's commitment to ensuring the health and well-being of every employee.

Programs and Services Overview

Human Resources provides leadership, functional expertise and advice in the following disciplines:

- Occupational health and safety
- Talent acquisition, retention and employee orientation
- Workforce planning and succession management
- Payroll and benefits
- Total compensation and job evaluation
- Organizational learning and development
- Employee and labour relations

Strategy and Policy Development

The Strategy and Policy Development Department leads an overall approach to building out policy and strategy in the City of Spruce Grove by engaging with operating departments in areas including environment, housing and other broad programs (community standards, etc.). Key elements include Council's strategic plan, corporate and strategic policy beyond the operational realm, intergovernmental affairs, advocacy, environmental policy and strategy, and supporting Council in engagement efforts towards reconciliation with Indigenous peoples.

Programs and Services Overview

The programs and services delivered by the Department include:

Strategic planning and Policy Development

- Interpreting, researching and developing Council strategic priorities and plans
- Identifying, developing and advancing specific organizational strategies in partnership with program departments
- Addressing strategic policy and related bylaw work
- Conducting research and environmental scanning to support the City's strategy, policy and advocacy priorities

Intergovernmental Affairs

- Building and maintaining relationships with municipal government communities regionally, provincially, and nationally to inform municipal strategic and advocacy efforts
- Supporting elected officials and administration in advancing regional strategies and priorities of the Edmonton Metropolitan Region Board, Alberta Municipalities, Mid-sized Cities Mayors Caucus, and the Tri-Region (Stony Plain, Parkland County, and Spruce Grove)

City Structure and Functions

Environmental Strategy, Policy and Compliance

- Evaluating climate change risk and environmental liabilities management
- Promoting greenhouse gas emissions reduction strategies
- Advancing strategies to reduce waste to landfill
- Supporting natural areas management and protection
- Promoting energy efficiency and water conservation

Business Advisory Services

The Business Advisory Services Department connects people and processes to get the best value from decisions. The department serves to continuously evolve and improve corporate programs with an integrated, coordinated and collaborative approach.

Programs and Services Overview

The programs and services delivered by Business Advisory Services includes:

- Facilitating the organization's annual corporate planning process
- Leading organizational performance measurement and reporting
- Supporting organizational asset management and lifecycle planning
- Leading the integrated risk management program
- Managing insurance and claims administration
- Supporting organizational procurement
- Administering the provision of legal services to the organization
- Leading the customer experience program

Finance

The Finance Department supports the City's fiscal decision-making by supplying quality financial information and advice to internal and external users, ensuring alignment with strategic goals and maintaining stewardship of public funds.

The team is responsible for developing the City's fiscal sustainability framework and leading its fiscal policy implementation. This is reflected operationally through the department's work leading budgeting and forecasting, managing City investments and financial reporting. From an external service perspective, the department provides frontline customer service at City Hall and supports utility and property tax ratepayers.

Programs and Services Overview

Key programs and services provided by the Finance Department include:

- Budget and financial planning
- Accounting and reporting
- Revenue services
- Frontline customer and utility/property tax services

City Structure and Functions

Information Systems

The Information Systems Department is responsible for the development and implementation of the City's technology plan, the strategy and standards for the City's information technology platform and data. The team actively partners with business units across the organization to evaluate, implement and support technology solutions. The team designs, develops, secures, implements and maintains an integrated network of technology and applications in a cost-effective manner.

Programs and Services Overview

Though Information Systems does provide technology for use by the residents of Spruce Grove, such as public Wi-Fi, the focus of the team is to partner with business units to select, deliver and operate cost effective technology solutions. This is accomplished through:

- Providing secure and reliable technology solutions that enable departments to serve the City of Spruce Grove effectively and efficiently.
- Providing IT knowledge and user support to staff that allows for consistent user experience with minimal interruptions.
- Sharing innovative solutions and thinking practices around business processes and data management.
- Protecting the City's systems and data from unauthorized access (cyber-attacks).
- Providing geo-spatial information for the City of Spruce Grove to support the City stakeholders and citizens.

City Structure and Functions

Protective Services

Protective Services is comprised of the functional areas identified below. Fire Services is responsible for providing fire suppression services, fire prevention programs, training and education related to prevention, detection or extinguishment of fires, and advanced life support to Alberta Health Services 24/7. Municipal Enforcement and Safe City provides enforcement in the areas of provincial acts and municipal bylaws, development of proactive educational safe city programs; and management of the automated traffic enforcement (ATE) contract.

- Spruce Grove Fire Services
- Municipal Enforcement and Safe City

Operating Budget

	2022 Actuals (\$000)	2023 Revised (\$000)	2024 Interim (\$000)	2025 Planned (\$000)	2026 Planned (\$000)
Revenues					
Sales to Other Government	2,718	2,721	3,121	3,121	3,121
Fines	2,938	2,500	2,406	2,406	2,406
Sales and User Fees	1,228	1,029	998	998	999
Government Transfers - Operating	701	720	701	701	701
Rentals	631	586	634	658	658
Licences and Permits	100	105	109	109	109
Other	28	1	1	1	1
Transfer from Reserve	-	-	50	10	319
Total Revenues	8,344	7,662	8,020	8,004	8,312
Expenses					
Salaries, Wages & Benefits	10,574	11,588	11,968	12,736	13,487
Purchases from Other Governments	6,393	7,093	8,165	8,480	8,954
Contracted & General Services	1,963	2,075	2,055	2,023	2,353
Materials, Goods & Supplies	874	854	953	960	991
Transfers to Government Agencies & Other Organizations	11	11	11	11	11
Principal Repayment on Long Term Debt	-	-	-	19	20
Interest on Long Term Debt	-	-	-	22	21
Total Expenses	19,815	21,621	23,151	24,251	25,837
Annual Surplus (Deficit)	(11,471)	(13,959)	(15,131)	(16,247)	(17,525)

City Structure and Functions

Protective Services (Department)

Protective Services exists to provide safety, security, peace of mind and a sense of wellbeing within the community for all residents, businesses and visitors. Exceptional emergency response is a key strength of the team which has led to consistently high performance when comparing safety data across other jurisdictions in the country. The full-service peace officer program is also a unique strength in that peace officers respond to incidents along with the other teams, in addition to enforcing laws. Building a diverse workforce, along with a strong commitment to community involvement, regional cooperation and providing training opportunities for all staff are key focuses of this department. Protective Services is comprised of three units: Spruce Grove Fire Services, Enforcement Services and Safe City.

Programs and Services Overview

Programs and services delivered by the Protective Services Department include:

Spruce Grove Fire Services (SGFS)

- Suppression of fires including all structures, natural areas and motor vehicles
- Emergency management - disaster preparedness and response
- Providing Advanced Life Support ambulances to Alberta Health Services 24/7
- Providing an initial response and command oversight of all dangerous goods releases in Spruce Grove
- Investigation of every fire in Spruce Grove
- Working cooperatively with other protective services agencies, such as police, to assist them in their duties as required

Enforcement Services

- Bylaw enforcement
- Provincial legislation enforcement
- Animal control
- Traffic enforcement
- Delivering Safe City initiatives such as the Intersection Safety Program
- Providing and delivering public safety education programs to the community

Safe City

- Promoting and enhancing Safe City initiatives where residents are and feel safe
- Partnering with and supporting community groups and organizations that promote Safe City objectives and initiatives
- Fulfilling the requirements of the fire inspection program approved in the Quality Management Plan
- Fire Code application
- Fire prevention and education
- Management of automated traffic enforcement (ATE) contract

City Structure and Functions

Automated Traffic Enforcement (included in Safe City)

In line with the provinces new guidelines for Automated Traffic Enforcement (ATE), Spruce Grove City Council passed a resolution to move forward with the elimination of mobile ATE on August 2022 based on the effectiveness of new enforcement technologies.

While the City of Spruce Grove is ready to proceed with implementing new technologies that maintain our excellent safety record for our residents and visitors, the elimination of mobile ATE is on hold pending the lifting of the provincial freeze on implementing those new technologies.

	2022 Actuals (\$000)	2023 Revised (\$000)	2024 Interim (\$000)	2025 Planned (\$000)	2026 Planned (\$000)
Revenues					
ATE Revenue	2,699	2,171	2,171	2,171	2,171
Expenses					
ATE Contracted Service	979	1,034	897	897	897
Total	1,720	1,137	1,274	1,274	1,274

Overall, the City of Spruce Grove spent \$20.829 million in 2022 on Protective Services, including Fire and Enforcement Services, and Safe City and RCMP policing services. There were \$8.344 million in offsetting revenues. The net “cost” of protective services for the City was \$12.485 million in 2022.

City Structure and Functions

Community Services

Community Services provide recreation and culture services, deliver programs which promote the health and wellbeing of citizens, and engage in activities related to parks and cemetery maintenance and operation. This function includes the following areas:

- Community Social Development
- Recreation and Culture

Operating Budget

	2022 Actuals (\$000)	2023 Revised (\$000)	2024 Interim (\$000)	2025 Planned (\$000)	2026 Planned (\$000)
Revenues					
Government Transfers - Operating	1,611	1,466	1,755	1,577	1,373
Rentals	937	1,188	1,201	1,225	1,225
Sales and User Fees	129	265	232	235	232
Other	126	97	75	75	73
Property Taxes	-	-	-	-	-
Transfer from Reserve	33	271	627	717	86
Total Revenues	2,836	3,287	3,890	3,829	2,988
Expenses					
Salaries, Wages & Benefits	3,493	4,852	5,316	5,575	5,794
Transfers to Government Agencies & Other Organizations	2,099	2,472	2,582	3,161	3,808
Contracted & General Services	2,266	1,941	1,797	2,243	2,200
Materials, Goods & Supplies	828	869	982	959	969
Interest on Long Term Debt	37	367	338	1,219	1,179
Principal Repayment on Long Term Debt	393	23	277	813	852
Bank Charges	1	3	2	2	2
Other	(1)	-	-	-	-
Total Expenses	9,116	10,527	11,292	13,972	14,804
Annual Surplus (Deficit)	(6,280)	(7,240)	(7,401)	(10,141)	(11,816)

City Structure and Functions

Community Social Development

The mission of the Community Social Development (CSD) Department is to foster social wellbeing through a prevention lens, timely and accessible supports, collaboration with internal and external partners, capacity building, and engagement by supporting community, organizations, and individuals towards enhancing their quality of life. The department provides stewardship of the Social Sustainability Plan and receives its mandate from the Provincial Family and Community Support Services Regulation. CSD is structured to help build a strong community that meets the diverse needs of residents and focuses on creating capacity within two functional areas: individuals and families, and community. Additional support is provided through the Community Outreach Program, a mobile service aimed at supporting individuals who are unsheltered, at risk of being unsheltered, or experiencing multiple barriers to well-being.

Programs and Services

CSD is divided into two core functions:

Individual and Family Services

- Individual and family capacity building
- Income tax preparation support
- Core housing prevention breakdown and housing placement
- Counselling and mental wellness capacity building
- Systems navigation and advocacy
- Preventative social programs

Community Development Services

- **Community Development**
 - Community capacity building
 - Planning and evaluation that supports non-profit sector and program development
 - Non-profit support for sustainability
 - Funding that helps build community capacity and strong, sustainable organizations
 - Education and awareness, focus on prevention
- **Community Outreach Services**
 - Mobile support of individuals in need of support.
 - Resource and system navigation, including case management.
 - Relationship building with residents, businesses, and broader community.

City Structure and Functions

Recreation and Culture

Recreation and Culture provides quality opportunities, services and spaces to create a sense of belonging, realize wellness and enhance quality of life in the Spruce Grove community. Through the direct delivery and/or community support, they satisfy diverse community needs through community events, recreation and active living, sports, art, culture and heritage.

Programs and Services

The following list of programs and services are provided by Recreation and Culture:

- Plan and deliver recreation and culture programs and services based on identified community needs and opportunities.
- Develop, plan, and promote policies and processes for new and sustained recreation, art and culture growth.
- Provide community development support and resources for recreation, sport, art, culture and heritage groups within the community.
- Operate quality recreation and culture facilities efficiently and safely.
- Coordinate and inform parks, trails and green space planning initiatives to support community needs.
- Oversee the procurement and maintenance the City's Public Art Collection.
- Identify opportunities to recognize and preserve the community's history.
- Develop and coordinate the City's Emergency Social Services plan.

City Structure and Functions

Transportation and Roadway Services

Transportation and Roadway Services is responsible for the planning, development and maintenance of roadway systems. The functions included in this area are:

- Engineering
- Facilities and Fleet Management
- Public Works
- Transit

Operating Budget

	2022 Actuals (\$000)	2023 Revised (\$000)	2024 Interim (\$000)	2025 Planned (\$000)	2026 Planned (\$000)
Revenues					
Government Transfers - Operating	1,238	862	1,236	1,254	1,268
Sales and User Fees	621	798	906	945	975
Other	177	295	300	300	300
Licences and Permits	113	93	96	96	96
Rentals	99	92	75	59	60
Investment Income	14	11	8	5	2
Transfer from Reserve	2,270	1,954	2,084	371	1,994
Total Revenues	4,532	4,105	4,706	3,031	4,695
Expenses					
Salaries, Wages & Benefits	7,887	8,385	8,754	9,006	9,413
Contracted & General Services	6,115	6,768	7,338	5,633	6,047
Materials, Goods & Supplies	3,207	3,541	3,795	3,466	3,533
Purchases from Other Governments	2,155	3,030	3,387	3,466	3,533
Principal Repayment on Long Term Debt	1,887	1,015	1,036	1,135	1,244
Interest on Long Term Debt	868	502	471	603	742
Total Expenses	22,119	23,241	24,781	23,807	25,157
Annual Surplus (Deficit)	(17,587)	(19,136)	(20,074)	(20,776)	(20,462)

City Structure and Functions

Engineering

The Engineering Department provides the leadership and direction for all engineering related responsibilities for the City. The department undertakes many aspects of its work in house and procures the services of specialized private engineering consultants. For capital projects, City staff and consultants complete the design, tender, and contract documentation, as well as contract administration during the construction. For new developments, developers are responsible for hiring engineering consultants to design new private and public infrastructure, and City staff reviews and supervises to ensure that everything meets City standards.

Programs and Services Overview

Services delivered by the Engineering Department include:

- Managing asset programs for rehabilitation and major maintenance of water mains, sanitary sewers, storm sewers and roads/sidewalks.
- Managing new growth (development related) roads, sanitary sewer and water main construction to developing areas of Spruce Grove.
- Updating master plans for water network, sanitary sewer network, storm sewer network, and transportation network and implementing upgrades and new construction recommended in master plans.
- Managing City municipal development standards.
- Managing the New Growth Parks program and the Lifecycle Parks program.
- Preparing and managing off-site levies, development agreements and associated construction activities.
- Developing policy frameworks to guide major infrastructure development and lifecycle management.

Facilities and Fleet Management

Facilities and Fleet Management is responsible for the management and maintenance of the City of Spruce Grove's facilities and fleet. The team plans, procures, maintains, and manages facilities and fleet vehicles to ensure safe, efficient, operating condition for users.

Programs and Services Overview

The programs and services delivered by the Facilities and Fleet Department include:

- Capital planning and procurement/construction for City facilities
- Managing facility and fleet maintenance and lifecycle
- Managing property and equipment leases and contracts
- Planning space and accommodations both long and short-term
- Ensuring energy management and conservation (electricity and natural gas) in City facilities
- Managing security of facilities

City Structure and Functions

Public Works

The Public Works Department operates and maintains many of the City's physical infrastructure assets following their initial construction through to the end of their service lives. The primary focus of the department is to provide essential infrastructure services for the community. A multitude of tasks are completed within annual work plans to achieve the service levels associated with these services that support City priorities.

Programs and Services Overview

Programs and services delivered by the Public Works Department include:

Residential solid waste utility

- Curbside three stream solid waste program
- Eco Centre operations
- Special collection events

Parks & open spaces operations and maintenance

- Sport field, pathway trail and turf grass maintenance
- Pioneer Cemetery operation and maintenance
- Urban forestry and horticulture
- Amenity maintenance
- Event support services
- Environmental services

Roadway operations and maintenance

- Street sweeping operations
- Road repair and maintenance
- Roadway snow and ice control operations
- Sidewalk repair and maintenance
- Traffic control operations and maintenance

Stormwater utility

- Stormwater management facility operation and maintenance
- Ditch, culvert and overland conveyance maintenance
- Stormwater mains, manhole and catch basin maintenance

Sanitary sewer utility

- Sewer main, lateral and manhole maintenance
- Sewage lagoon operations and maintenance
- Underground utility location services

Water utility

- Reservoir and pump house operation and maintenance
- Hydrant operation and maintenance
- Truck Fill Station operation and maintenance
- Water main, meter and CC operation and maintenance

City Structure and Functions

- Underground utility location services

Transit

The focus of Transit Operations is to provide effective and efficient commuter and local transit service to residents of Spruce Grove and the greater Tri-Municipal region.

Programs and Services Overview

The following programs and services are delivered by the Transit Department:

Transit management:

- Planning and oversight of Spruce Grove Transit services including fare programs
- Contract management for transit operations
- Administration of regional cost and revenue sharing agreements

City Structure and Functions

Development Services

The Development Services function is comprised of the functional areas identified below. Planning and Development manages long-term land-use planning, current land-use planning and subdivisions, development permits and safety code disciplines. Economic and Business Development is responsible for facilitating programs and services intended to help local businesses prosper and grow and attract new business and investment to the City.

- Planning and Development
- Economic and Business Development

Operating Budget

	2022 Actuals (\$000)	2023 Revised (\$000)	2024 Interim (\$000)	2025 Planned (\$000)	2026 Planned (\$000)
Revenues					
Licences and Permits	2,108	1,647	1,737	1,771	1,807
Government Transfers - Operating	40	278	519	519	519
Sales and User Fees	519	238	261	263	264
Other	133	143	143	143	143
Investment Income	86	71	75	70	64
Rentals	1	1	1	1	1
Fines	-	1	1	1	1
Transfer from Reserve	188	566	128	150	150
Total Revenues	3,075	2,945	2,865	2,917	2,948
Expenses					
Salaries, Wages & Benefits	2,555	2,967	3,032	3,105	3,219
Contracted & General Services	960	957	674	824	824
Principal Repayment on Long Term Debt	341	351	360	371	381
Transfers to Government Agencies & Other Organizations	10	116	100	90	75
Interest on Long Term Debt	89	100	70	60	50
Bank Charges	60	80	70	70	70
Materials, Goods & Supplies	14	60	34	34	34
Total Expenses	4,029	4,631	4,340	4,554	4,653
Annual Surplus (Deficit)	(954)	(1,686)	(1,475)	(1,637)	(1,705)

City Structure and Functions

Planning and Development

The Planning and Development Department supports and oversees community building through land use planning, subdivision, development and administration of safety codes. By encouraging a well-designed and sustainable community, the team strives to achieve a high quality of life for residents.

Programs and Services Overview

The Planning and Development Department provides a variety of services, including:

- **Land use planning and policy:** Undertake and maintain long-term land-use planning and develop policy framework for land development processes and decision-making to facilitate sustainable growth and development.
- **Land use:** Prepare and maintain regulations and guidelines for the legal control of the use and intensity of development.
- **Subdivision:** Approve division of land into smaller parcels for development and assign municipal addressing.
- **Development:** Issue permits authorizing development, monitor and enforce compliance.
- **Building:** Issue building and trades permits to construct or change buildings or structures and inspect them for compliance and safety.
- **Business licences:** Issue business licences to allow individuals or companies to conduct business within Spruce Grove and monitor and enforce compliance.

Economic and Business Development

The Economic and Business Development Department is responsible for facilitating and delivering programs and services intended to help local businesses prosper and grow and attract new business and investment to Spruce Grove.

Programs and Services Overview

The Economic and Business Development Department provides a variety of services including:

- Business retention and expansion
- Investment attraction
- Export development
- Technology transfer and innovation
- Information and marketing products
- Managing the City's land inventory
- Event and tourism attraction
- Corporate sponsorships
- Collaborative economic development partnerships

City Structure and Functions

Utility Services

The City is responsible for the construction, operation and maintenance of networks and facilities to support utility services in the following areas:

- Water
- Sanitary sewer
- Stormwater
- Solid waste

Operating Budget

	2022 Actuals (\$000)	2023 Revised (\$000)	2024 Interim (\$000)	2025 Planned (\$000)	2026 Planned (\$000)
Revenues					
Sales and User Fees	23,895	25,400	28,708	31,450	32,743
Penalties	123	120	120	120	120
Other	74	2	2	2	2
Fines	-	-	-	-	-
Total Revenues	24,092	25,522	28,830	31,572	32,865
Expenses					
Purchases from Other Governments	10,331	10,199	11,318	11,527	11,670
Contracted & General Services	4,152	4,991	4,402	4,036	4,025
Utility Administration Fee Expense	2,600	2,792	2,810	2,872	2,906
Salaries, Wages & Benefits	2,162	2,316	2,491	2,639	2,776
Materials, Goods & Supplies	377	539	546	550	555
Principal Repayment on Long Term Debt	181	259	430	516	562
Interest on Long Term Debt	113	205	388	532	576
Other	14	14	14	14	14
Transfer to Reserve	4,162	4,207	6,431	8,887	9,781
Total Expenses	24,092	25,522	28,830	31,572	32,865
Annual Surplus (Deficit)	-	-	-	-	-

The Engineering, Public Works and Finance departments support the provision of utility services to citizens; Engineering through planning for and overseeing construction or related infrastructure, Public Works through operations and maintenance and Finance through customer support, account management and billing.

Appendix A: 2024 Business Cases

The business cases detailed include all operating business cases - both municipal and utility - with costs commencing in 2024.

Function	Business Case Name	FTE	Drivers	Interim (\$000)		
				2024	2025	2026
General Government	Public Budget Submissions		Community Funding	\$152	\$150	\$150
	Occupational Health & Safety Advisor	1.0	Responding to Service Level Needs	92	127	134
	Climate Change and Environment Advisor	1.0	Strategic Plan Aligned (7, 8) Expansion of Services	101	125	127
	Senior Policy Advisor (Temporary, 2024)		Expansion of Services	88		
	Senior Financial Analyst	1.0	Responding to Service Level Needs	107	149	155
Protective Services	Chief Officer Staffing	1.0	Service Level Needs, Development Growth	138	190	193
	Safe City Consultant Review		Strategic Plan Aligned (6.b.2) Responding to Service Level Needs	50		
Community Services	Community Outreach Program		Expansion of Services	1	112	393
	Transit Access Program		Strategic Plan Aligned (2.b.2) Responding to Service Level Needs	54		
	Community Needs Assessment and Updates to Indoor & Outdoor Facility Plans		Strategic Plan Aligned (3.c.1) Responding to Service Level Needs	75		
	Recreation and Culture Fees and Charges and Facility Allocation Review		Strategic Plan Aligned (2.b.1) Responding to Service Level Needs	45		
Transportation and Roadway Services	Traffic Network Signals Review		Responding to Service Level Needs	20		
	Facilities Project Coordinator (Temporary, 2024)		Responding to Service Level Needs	52		
	Heritage Grove Forest		Expansion of Services	150	150	150

Appendix A: 2024 Business Cases

Function	Business Case Name	FTE	Drivers	Interim (\$000)		
				2024	2025	2026
	Parks Labour - Horticulture (Seasonal)		Responding to Service Level Needs	55	55	55
	Roads Operator	1.0	Service Level Needs, Development Growth	65	89	91
	On-Demand Transit Weekday Service Reliability Enhancements		Expansion of Services	245	245	245
Development Services	Business Development Advisor	1.0	Development Growth	87	120	127
Utility Services	Storm Operator	1.0	Responding to Service Level Needs	65	89	91
	Solid Waste Maintenance Worker	0.5	Responding to Service Level Needs	40	42	42
	Hyprescon Pipe Diver Line Inspection		Responding to Service Level Needs	410		
Total		7.5		2,092	1,643	1,953

General Government

Public Budget Submissions

Department:	Business Advisory Services
Cost:	\$151,854(2024); \$150,000 (2025 and 2026)
Start Date	January 2024
Completion Date:	n/a
Description:	
<p>Each year, residents and community groups have an opportunity to make a public budget submission to the City of Spruce Grove for consideration as part of the corporate planning process. For the 2024-2026 Corporate Plan, the public budget submission process opened on April 20 and closed on July 7. Those that submitted a request were invited to present to Council at the September 11, 2023 Council meeting. In total, seven requests were received and submitted to the appropriate Director for analysis and recommendation. Of the seven submissions outlined below, five are recommended by Administration to move forward and are included in the proposed budget.</p> <p>The summary of these submissions is as follows:</p> <ol style="list-style-type: none"> 1. <u>Men's Shed and TriCALA</u> in partnership are requesting \$18,000 per year for 3 years (2024-2026) and an additional \$5,000 in the first year. The total requested amount for 2024 is \$23,000. The requested funding would be utilized for the operations, expansion and sustainability goals of the Men's Shed program. Administration recommends funding this request at a reduced amount of \$10,000 for one year. 2. <u>Parkland Wellness Center</u> is requesting a 2-3 year commitment from Council with outcomes being tracked and reported on. The group proposed the City could provide \$10,000 for Project A (existing): Sponsorship Fund and \$10,000 for Project B (upcoming): Support Groups. Parkland Wellness Center is a registered non-profit that offers lower cost, accessible mental health care to community members of the Tri Region. Administration recommends funding this request at a reduced amount of \$10,000 for one year. 3. <u>City Centre Business Association</u> is requesting \$10,000 to assist with the planning, advertising, programming, and execution of the Signature Events that will take place within the City Centre in 2024. Administration recommends funding this request as submitted. 4. <u>Spruce Grove and District Agricultural Heritage Society – Agra Fair Committee</u> is requesting \$14,300 for the cost of traffic patrol and barricades, signage, and permits as well as volunteer honorariums for the 2024 Agra Fair. Additionally, the Society would like the City of Spruce Grove to provide another City run facility for use at no charge should the Agrena not be available. Administration recommends funding this request at a reduced amount of \$8,000. <i>Governance and Priorities Committee recommended this funding be increased to \$10,000.</i> 5. <u>Winter Emergency Response</u> is requesting an additional \$35,000/year for the next four years above the funding previously approved in 2022. The additional funding will be used to hire additional support staff and staff/volunteer training. As well, supplementary funding will be put towards the potential daytime warming center expenses. Administration recommends funding this request for one year. 	

Appendix A: 2024 Business Cases

6. John Bourbeau is requesting a second basketball net and some painted lines at Greystone Park. He estimates the cost to be \$1,000-\$2,000.

Administration does not recommend funding this request. Painting lines for a basketball key under the current net is feasible and can be accomplished within current funding levels.

7. Community Futures Capital Region is requesting \$6,000 to support the planning and delivery of their workshops and programs. Community Futures offers training opportunities for young and aspiring entrepreneurs looking to transform their innovative ideas into successful businesses.

Administration does not recommend funding this request. It is unclear where the geographic focus of the funding will be and the Business Development Advisor business case is intended to address this need.

During the 2022 public budget submission process, the following submissions were approved to continue funding into 2024.

1. At the August 22, 2022 Council meeting, Winter Emergency Response was approved for a total of \$138,750 over 5 years (\$27,750/year) for operating expenses of the Late Night Café from November 1 – April 1 each year.
2. Skydancer Indigenous Cultural Society was approved for \$59,404 in 2023 to cover start-up costs and the first year of operation and \$41,304/year for years two to five years for a total over five years of \$224,620. This funding would be used to create an Indigenous cultural “hub” for the City of Spruce Grove (at Rotary Centennial Park) which will act as an Aboriginal cultural centre and art gallery, a welcoming “gathering place” for residents to learn about and experience Indigenous culture, and a venue for educational programming for Indigenous arts and environmental topics. This cultural hub will also facilitate conversations with local Indigenous and non-Indigenous residents and municipal government regarding needs and potential facilities and programs in Spruce Grove and the Tri-Region.
3. TriCALA Tri-Community Adult Learning & Literacy Association was approved for \$7,800/year for two years (2023/24) for a total of \$15,600. This funding would be used for 36 learning events throughout the Tri Region per year (12 in Spruce Grove) above the learning opportunities already offered by TriCALA.

The total amount of funding requested for 2024 is \$149,854.

Business Need:

n/a

Options:

Council can direct Administration to proceed with funding any of the above requests.

Impact if Not Implemented:

n/a

Strategic Plan Alignment:

Aligns to Goal 1 Objective b - Support community groups through advocacy, capacity building, and grant funding

Occupational Health and Safety Advisor (Full Time, Permanent)

Department:	Human Resources
Cost:	\$127,000 ongoing cost per year
Start Date	April 2024
Completion Date:	n/a
Description:	<p>The Occupational Health and Safety Advisor provides expertise in the development, implementation, and support of the health and safety management system for the corporation as well as support to ensure program alignment with legislative and regulatory requirements. The position is responsible for analyzing and reporting on health and safety performance, overseeing various audits and recommending and supporting organizational program change. This position is responsible for supporting roll out of health and safety training programs and ensuring departmental and supervisory responsibilities are understood corporately.</p>
Business Need:	<p>While the current health and safety resource (1.0 FTE) has the capacity to manage critical items, the volume and complexity of work in Occupational Health and Safety (OHS) has increased and will continue to increase as the City continues to grow. With the addition of another building (Civic Centre) there is already demonstrated increase in need for OHS advisory service. Additional support on Corporate Security from an OHS perspective is required as societal dynamics change. Recent changes to OHS legislation in March 2023 have added additional work in required first aid, noise management and testing and confined spaces. Capacity to manage critical items has been tested and there are number of concerns on ability to meet the demands and needs to support our clients.</p> <p>The health and safety program for the full complement of the city and employees' activities requires significant updates. Past experience indicates that there is a gap in fully implementing legislative changes and some activities fall behind including policy updates; documenting workplace inspections; hazard assessments; increasing reporting, record keeping and incident trending. A simplified risk analysis indicates that it would be difficult to manage additional workload with only one OHS resource. The City's OHS deficiencies have been noted in the core audit and also evidenced by the need to have operational departments - such as Public Works supplement HR with personnel to assist in administrative duties such as tracking of safety training and certificates. This is not a sustainable solution based on the review of City of Spruce Grove's current performance and a high-level comparison to similar Alberta municipalities. This recommendation provides a due diligence approach to address current and likely upcoming stresses on the health and safety program. It also creates opportunity to build capacity in OHS and ensure appropriate succession planning.</p>
Options:	<p>An external consultant could be hired to provide an OHS structure and leadership. The cost would be higher compared to adding an additional FTE for the work required. As well, upgrading the OHS structure will provide some efficiencies but will not eliminate the ongoing advisory work needed.</p>
Impact if Not Implemented:	<p>There is significant risk in maintaining current OHS personnel levels including compliance with legislative requirements, capturing applicable data, training in the health and safety areas and potential future impacts to WCB claim performance.</p>
Strategic Plan Alignment:	<p>Aligns to Goal 12 Objective d - Strengthen the City's foundational systems and processes.</p>

Climate Change and Environment Advisor (Full Time, Permanent)

Department:	Strategy and Policy Development
Cost:	\$125,000 ongoing cost per year
Start Date	April 2024
Completion Date:	n/a
<p>Description: The Environment business area develops policy and programs to increase capacity to adapt to and mitigate climate change in Spruce Grove. It collaborates with departments and with regional local governments, agencies and other partners to develop policy and program options and provide an organizational climate lens. The Climate Change and Environment Advisor will be responsible to support the implementation of the City’s climate action plan and integration of the plan with other strategic initiatives. The position also will lead several climate and sustainability projects including education and outreach, policy, program development and environmental metric design.</p> <p>Business Need: On May 9, 2022, Council approved the Climate Change Action Plan and several recommendations to implement the plan including meeting the current corporate greenhouse gas emission targets and creating a pathway to the federal and internationally agreed upon climate and greenhouse gas emission targets of net zero by 2050. The Climate Change Action Plan is a guiding document for the City to mitigate and adapt to climate change.</p> <p>Additional resources to help implement the Climate Change Action Plan are required to support current and future programming.</p> <p>Options: A short-term solution is to add resources through contracted services. The current Climate Change Action Plan is a long-term document requiring the development of an implementation plan and will require constant review and modification. Establishing the Climate Change & Environment Advisor position will better enable the City to action the plan.</p> <p>Impact if Not Implemented: The City will not be adequately supported and resourced to meet its adaptation, energy and greenhouse gas reduction targets, and aligning with provincial, federal and international targets.</p> <p>Strategic Plan Alignment: Goal 7: The City’s impact on the environment is reduced through targeted investment in environmental strategies, programs, systems, and infrastructure. Goal 8: The City, residents, and infrastructure are more resilient to the effects of climate change.</p>	

Senior Policy Advisor (Full Time, Temporary, 2024)

Department:	Strategy and Policy Development
Cost:	\$88,000 one-time cost
Start Date	April 2024
Completion Date:	December 2024
<p>Description: A temporary Senior Policy Advisor is required to support the completion of the Community Standards Bylaw (CSB) and advance other strategic policy priorities that are forthcoming in the City that draw on the support of the policy team. As an organizational resource, the Senior Policy Advisor will partner with departments to develop strategic policy and to undertake policy analysis, research and program development that is cross-departmental and/or organizational in nature. This resource will support administration in implementing actions in Council's strategic plan.</p> <p>Business Need: In 2023, the organization commenced the development of the CSB, to support a safe, healthy and inviting community, focused on four themes: Public Behaviour, Property Maintenance and Neighbourhood Relations, Noise Control, and Smoking and Cannabis. The CSB work was funded from the City Manager contingency in 2023, however substantive work is remaining in 2024 that requires resourcing. As well, additional support is required to support policy work in program areas that are at capacity by providing policy research, analysis and coordination across the organization to advance Council's Strategic Plan and the City's policy priorities.</p> <p>The Senior Policy Advisor will bring a focused skill set that will support the organization to develop strategic policy that has been identified in Council's Strategic Plan evolves from Council direction from other discussions as well as policy that is organizational in nature requiring a collaborative business approach.</p> <p>It is anticipated that the work undertaken by this position will continue to grow and Administration will be bringing forward a business case to transition the temporary Senior Policy Advisor position to a permanent one in 2025.</p> <p>Options: Outside consulting resources will continue to be used in an ad hoc/project-based manner vs a systemic approach to policy development.</p> <p>Impact if Not Implemented: External resources will continue to be engaged as both the capacity and competency to conduct robust policy work on a number of business areas will be difficult to secure from existing staff capacity.</p> <p>Strategic Plan Alignment: Goal 12 Objective c: Ensure Council policies and bylaws are up to date and inclusive, includes modernizing existing policies and bylaws such as the development of the CSB.</p>	

Senior Financial Analyst (Full Time, Permanent)

Department:	Finance										
Cost:	\$149,000 ongoing cost per year										
Start Date	April 2024										
Completion Date:	n/a										
Description:											
<p>To deliver the increased financial analysis that is required to support the expanding programs and services in the City, as well as support overall enhanced fiscal stewardship, an additional permanent staff member is required in the Finance Department. This role would provide the expertise and capacity to perform senior level, complex financial analysis and reporting that is currently "corner of the desk" for existing senior financial management staff.</p>											
Business Need:											
<p>The City's growth has created increased pressures in most program and service areas across the organization. These pressures have resulted in the need for increased volume and complexity of financial analysis to support those areas. In addition, the need has grown for additional expertise and capacity to support necessary work on enhancing fiscal stewardship (e.g., Reserves, Utility Rate Models, Long-term Capital Planning, Capital Asset Reporting, Financial Reporting).</p> <p>A comparison to some comparator jurisdictions (City of Leduc, City of Fort Saskatchewan, and Parkland County) also reflects the current reduced level of staffing at the City of Spruce Grove in support of Financial Planning/Budgeting and Accounting/Financial Reporting:</p>											
<table border="1"> <thead> <tr> <th>Municipality</th> <th>Number of Financial Planning/Budgeting Staff (FTE)</th> </tr> </thead> <tbody> <tr> <td>City of Spruce Grove</td> <td>3.5</td> </tr> <tr> <td>City of Leduc</td> <td>4.0</td> </tr> <tr> <td>City of Fort Saskatchewan</td> <td>4.0</td> </tr> <tr> <td>Parkland County</td> <td>6.0</td> </tr> </tbody> </table>		Municipality	Number of Financial Planning/Budgeting Staff (FTE)	City of Spruce Grove	3.5	City of Leduc	4.0	City of Fort Saskatchewan	4.0	Parkland County	6.0
Municipality	Number of Financial Planning/Budgeting Staff (FTE)										
City of Spruce Grove	3.5										
City of Leduc	4.0										
City of Fort Saskatchewan	4.0										
Parkland County	6.0										
Options:											
<p>Contracted resources have been considered; however, these resources are more costly and do not lead to enhanced staff competency or capacity enhancement.</p>											
Impact if Not Implemented:											
<p>If the business case is not implemented, the City will be challenged to provide the necessary financial analysis in support of key programs, as well as challenged to implement the necessary pieces to meet the expectations of improved financial stewardship.</p>											
Strategic Plan Alignment:											
<p>Goal 12, Objective d, Action 1: Develop a fiscal stewardship framework that maximizes efficiency in the use and stewardship of taxpayers' dollars and implements best practices and controls for effective management and transparent reporting.</p>											

Protective Services

Chief Officer Staffing (Full Time, Permanent)

Department:	Protective Services (Department)
Cost:	\$190,000 ongoing cost per year
Start Date	April 2024
Completion Date:	n/a
<p>Description: An additional Assistant Deputy Fire Chief (ADC) is required to meet operational requirements. Spruce Grove Fire Services (SGFS) requires a manager scheduled on duty 24 hours a day, seven days a week to ensure the management of staff, standardization of training, and operations across all shifts to support a strong customer service approach. Additional identified duties for a new ADC will include-Emergency Management, and supervisory functions for Fire Prevention.</p> <p>Business Need: As emergency services function is a 24-hour-a-day service, the hours of work, department size, and the need for matching scheduled managerial and supervisory functions are apparent. Current call volumes and request for service translate directly to an increase in managerial requirements of the Chief Officers consistent with a growing community.</p> <p>Currently, SGFS is supplementing unmanaged hours with a Chief Officer on call program, however, this program has become unsustainable given the close to 6,000 hours per year of managerial presence that is required in addition to the full-time role that the three Operational Chief Officers are already responsible for.</p> <p>Although there is no set guide or ratio to determine the amount of Chief Officer staff to population, organizational considerations should be based on job function, workloads, and a managerial presence that maintains continuity of service and emergency management functions.</p> <p>Typically, Chief Officers are working 2,080 hours/ per year (8:00 am to 5:00 pm Monday to Friday excluding stat holidays). With a manager on duty every hour during days shifts, training continuity, and managerial presence can be maintained. This also reduces the requirements of the Chief Officer on call program. With current work hours of the Operational Chiefs and Chief Officer on call program, the Operational Chiefs are working or on call for the rough equivalent of 2.2 FTE positions.</p> <p>Provincially, all fire departments have designated training chiefs, training officers, or training divisions within the departments responsible for all aspects of training firefighters. SGFS has one dedicated ADC responsible for training management, course resourcing, training forecasting, recruit and on shift platoon training. As suppression staff size increases, so do the requirements of the ADC of training, which has left the Platoon Officers responsible for implementing training at a platoon level. Increased staff training requirements for Fire, AHS, and EMS, management at a platoon level can be difficult and create inconsistency in tracking and delivery compliance continuity. Having an additional ADC will promote a scheduled seven-day-a-week management presence and oversight in training staff members, promoting consistency and operational efficiencies not seen with the use of traditional in-scope unionized Platoon Chiefs.</p> <p>Options: Continue to rely on present structure where three Operational Chiefs are responsible to sustain the on-call program.</p> <p>Impact if Not Implemented: Increased workloads on current managers, compromising day-to-day operational activities such as platoon training, and emergency preparedness.</p>	

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Strategic Plan Alignment:

Goal 6: Safe, livable, and sustainable neighbourhoods for all residents that contribute to a high quality of life.

Safe City Consultant Review

Department:	Protective Services (Department)
Cost:	\$50,000 one-time cost
Start Date	January 2024
Completion Date:	December 2024
Description:	<p>A review of the Safe City Program, charter, agencies, and focused priorities is recommended to be conducted. An external consultant would be hired to conduct the review.</p> <p>The Safe City Program should encompass an overall and holistic approach that does not just include Enforcement or even Fire Prevention, although they are key elements. It involves planning and development principles, community engagement and involvement, crime prevention through environmental design, engineering, and much more. Community development principles and strategies would be explored for things such as a more robust “Citizen’s on Patrol” program. The plan will also look at overall governance and possible internal and external participation as well as existing and potential committees to support the overall vision of Safe City.</p>
Business Need:	<p>Safe City was developed in November 2008 with the intent to implement Safe City initiatives for the City of Spruce Grove. Safe City is a strategic, systematic approach for working cooperatively with city staff and stakeholders, ensuring proactive actions are taken to arrive at the education and promotion of safety within the Spruce Grove Community.</p> <p>The City’s population has changed due to both rapid growth and demographics. The need to review Safe City in its entirety has become apparent. The concept and purpose of Safe City has not been reviewed since its inception.</p> <p>The pandemic seriously impacted partnerships and the ability to collaborate in this program. Community priorities were redirected during this time and drew focus away from the intended direction of Safe City. Post-COVID partner agencies had personnel changes and the focus from Safe City has been redirected to initiatives independent of this program. A review is necessary to identify priorities, direction, and appropriate partnerships to align with current community safety concerns, and/or the relevancy of the program.</p> <p>Currently, there is no capacity internally to lead and develop this review, and any recommendations for consideration.</p>
Options:	<p>Status Quo. Continue the original working group as detailed within the original charter.</p> <p>Eliminate the Safe City program whereby agencies work independently on their initiatives.</p> <p>Selectively identify opportunities to partner on initiatives as they arise.</p>
Impact if Not Implemented:	<p>The potential of recommended improvements to the program of the safe city may not be realized.</p> <p>Uncertainty in appropriate stakeholders being represented.</p>
Strategic Plan Alignment:	Goal 6, Objective b, Action 2: Review the Safe City Program for efficacy and partnership opportunities.

Community Services

Community Outreach Program

Department:	Community Social Development
Cost:	2024: \$1,000 2025: \$112,000 2026: \$393,000
Start Date	January 2024
Completion Date:	March 2026
Description:	
<p>This business case is to support the implementation of a Community Outreach team comprised of five employees including:</p> <ul style="list-style-type: none"> • The Supervisor of Community Outreach will support the City’s community-based socially oriented programming by providing accessible diversion services to mitigate the impacts of complex social issues. The supervisor supports a staff team, including a Community Peace Officer and community-based outreach workers. Additionally, the supervisor provides front-line coverage when required. This position supports services for individuals of all ages struggling with complex social issues, such as living without shelter, personal well-being (including mental health, addictions, and other challenges), or experiencing other life circumstances that would result in desired support. In addition to providing staff coverage, this position includes three main areas of responsibility: supervisory and program management, professional network relationship, and community relations. • Three Community Outreach Worker positions will support the City’s community-based socially oriented programming by providing accessible diversion services to mitigate the impacts of complex social issues. These positions are hybrid, providing both centralized and mobile supports to residents, as needed. These positions may work with individuals of all ages who are living without shelter, struggling with personal well-being (including mental health, addictions, or other challenges), or are experiencing other life circumstances that would result in desired support. While direct resident support is the majority focus of these positions, the community outreach workers will also be responsible for contributing to collaborative relationships with community partners. The Community Outreach Workers will report to the Supervisor of Community Outreach. • The Community Peace Officer position will support the City’s Community Outreach program by providing accessible (mobile) diversion services to mitigate the impacts of complex social issues. The Community Peace Officer will help support, enforce and mitigate risk regarding encampments, sound disorder and safety as it relates to the unsheltered. The Community Peace Officer will report formally to the Manager of Enforcement and work closely in alignment to the Supervisor of Community Outreach. 	
Business Need:	
<p>The City of Spruce Grove has experienced significant growth, which is accompanied with an increase in complex social issues. Within the City’s Social Sustainability Plan – Refresh (2023), complex social issues of community priority continue to include: community connection and belonging, domestic violence/abuse, mental health and addiction, basic needs, and concern for those living without shelter. Without adequately addressing these complex social issues, the community is at risk for increased social disorder, including the prevalence of gang activity, gun-related crime, an increase of individuals living without shelter, and deterioration of resident well-being (including an increase in the prevalence of mental health challenges, addictions, and violence).</p> <p>All these identified areas are known to occur in fast-growing communities. For example, the Canadian Association of Chiefs of Police state that gang activity is increasingly prevalent in fast-growing communities as these communities are often under-resourced to deal with the root-contributing factors</p>	

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resulting in same. Similarly, the Mental Health Commission of Canada has examined the known correlation between fast-growing communities and the deterioration of resident well-being in the absence of adequate supports, which can happen when population growth outpaces available resources to address complex social issues.

Within Spruce Grove, there has been an increase in the number of individuals living without shelter. The community's 2018 Tri-Region Housing and Service Needs estimate cited ten chronically unsheltered individuals, compared to 40+ individuals who are presented as chronically unsheltered (as of February 2023), and the number of individuals at risk of living without shelter has increased exponentially. The City also continues to experience high levels of domestic violence, with 618 investigations occurring in 2022 within Spruce Grove. Comparatively, Airdrie (population of about 68,000) experienced only 565 domestic violence investigations that same year. While these are quantifiable numbers, it is also known through public forums (i.e., community engagement sessions, public input sessions at City council meetings, etc.) and community scans of available resources that there is a general concern for the lack of adequate support to those in the community struggling with complex social issues. Creating and activating community-based programming will positively impact resident well-being and proactively address many of the presenting challenges contributing to general social disorder. Investing in preventative efforts translates to savings in future spending on justice, health care, and addiction support.

Initially, these positions will primarily support residents of all ages who accessed services through the City's community hub before it closed in June 2023 through an adaptable service delivery model of coordinated access sites and community outreach. These positions are essential in the continuity of support for those who live without shelter. It is intended that the mobile outreach workers will continue to serve residents of all ages. However, the City will continue to work on long-term sustainable options to support those in the community living without shelter. It is important to note that youth-focused supports are integral to working "upstream" in preventing complex social issues. At present, the City provides recreational based-support through the summer months, and while offers social support through programming and workshops throughout the year via the Community Social Development department, these efforts do not currently meet the needs of many "high-risk" youth given that these youth require a year-round safe space and safe adults to create a supportive connection with before they often feel safe to access other opportunities.

Council approved funding for the Program to March 31, 2026 at its meeting on May 23, 2023 to coincide with grant funding and the Community Peace Officer position has been filled to support ongoing work.

Options:

The City's Community Social Development department could continue to try to address complex social issues with existing resources; however, as the growth of social disorder and increase in resident needs is growing at a rate above the current capacity of the department, it is anticipated that there will be an increase in the complexity of the needs within the community including an introduction of new issues not actively seen within the community (i.e., gang-related and gun-activity would likely increase).

Local enforcement could continue to address some of these concerns through a reactive, justice-based approach; however, this is not cost-effective, nor is it aligned with best-practice in addressing complex social issues.

Impact if Not Implemented:

As noted above, failing to address complex social issues in a growing community will exacerbate current community struggles. It likely will lead to an increase in the complexity of challenges/social disorder, including introducing issues not primarily seen in our community. Lack of appropriate action could be viewed negatively by the general public, and residents could begin to perceive Spruce Grove as an undesirable community. Further, increased social disorder can have far-reaching community impacts, including disruption of business activities and a decline in economic growth/community employment rates.

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Strategic Plan Alignment:
 Goal 2, Objective b: Reduce accessibility and affordability barriers to housing, programming, and transportation services.

 Goal 2, Objective b, Action 3: Identify social programming opportunities aimed at addressing the complex challenges related to homelessness

Transit Access Program

Department:	Community Social Development
Cost:	\$54,000 one-time cost
Start Date	April 2024
Completion Date:	December 2024

Description:
 In July 2023, the City received approval for its application to the provincial government for low-income transit pass subsidy. Initially anticipated to only cover 25 per cent of the subsidy amount, the City was made aware that the provincial grant will cover 100 per cent of the anticipated transit subsidy required to offer subsidized transit passes through the grant period of August 2023 to March 31, 2024. This business case is to support the continuation of a transit access program (subsidized transit) within the City for the remainder of 2024 (pending further grant availability).

The project is proposing a subsidized adult rate for commuter and local passes, plus a fully subsidized pass for 3 months for newcomers.

Data will be tracked through to the end of 2024 including:

- total number of applications received and approved each month,
- number of passes sold (including tracking of the number of individuals who receive income support, Assured Income for the Severely Handicapped, etc.), and
- percentages of passholders who can afford transit because of the reduced cost, have increased transit usage since receiving a subsidized pass, have easier access to jobs, education and/or services, use the pass to access employment, and have saved money to afford other necessities.

Business Need:
 Many of the provinces larger municipalities with public transit have a program in place to support equitable access for transit systems including St. Albert, Grande Prairie, Medicine Hat, Airdrie, Strathcona County, Lethbridge, Calgary, and Edmonton. Some of these communities have their subsidized transit programming included in a broader community access pass (i.e., includes subsidized access to community facilities). However, many communities with more comprehensive community subsidy programs appear to have started community subsidy programs with initially implementing a transit subsidy and building the subsidy program from this success.

Transportation is an essential aspect of social sustainability and community wellbeing. Accessible transportation increases resident access to opportunities such as education, healthcare, and employment. All of which can positively contribute to the socio-economic well-being of a community. Accessible transit supports inclusivity, making it easier for those of diverse backgrounds and abilities to participate within their community. Further, increased access to community transportation supports community interaction, engagement, a sense of community, and can help reduce a sense of isolation.

Providing qualifying residents with a reduced rate to access both commuter and local transit services can help ease the economic burden of inflation within many families who are experiencing resource insecurity. Further, providing reduced rates for transportation could increase transit ridership, which

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helps support overall environmental sustainability as there could be a decreased use of individual transportation systems (i.e., personal vehicle, or taxi cab).

Options:

The City could choose not to proceed with a transit access program.

The City could choose to partially implement the program but with a lower amount of subsidy to decrease the budget implication of the program (i.e., only 25 per cent subsidy extended).

The City could decide to extend subsidy on a first come, first served basis, with only a specific number of subsidized passes being available in the community to support a decreased budgetary impact.

Impact if Not Implemented:

If not implemented, transit services in the community would remain status-quo. However, the City may receive questions as to why provincial funding was not leveraged to implement accessible transit services in the community. Further, as many Alberta municipalities have similar programs in existence, the City may be viewed negatively for not also having a current program.

Strategic Plan Alignment:

Goal 2, Objective b, Action 2: Review current transportation services to determine if further work is required around accessibility and affordability.

Community Needs Assessment and Updates to Indoor and Outdoor Facility Plans

Department:	Recreation & Culture
Cost:	\$75,000 one-time cost
Start Date	February 2024
Completion Date:	June 2024
Description:	<p>A number of key department and corporate planning documents are over 10 years old and an in-house review and update on the strategies and implementation status is required. A current community needs and service gap assessment is required to ensure that the strategies identified in these plans are still relevant. These plans include the Culture Master Plan (2016), Spontaneous Recreation and Park Amenity Study (2012), Outdoor Facility Strategy- Playbook 2015-2029 and related Outdoor Amenity Functional Plan (2018), and Parks and Open Space Master Plan (2007). In addition, a renewed focus on program and event delivery as a part of department operations, requires that community needs and gaps are able to be articulated to ensure that resources are used efficiently and community partners are not negatively impacted through unnecessary competition by City delivery strategies. As well, the update of the Municipal Development Plan (2010-2020) is underway and updated information related to the recreation, culture and parks needs will be a valuable component of that work.</p> <p>In addition to the update of current planning documents, the revision and creation of department policies and procedures, including a fees and charges framework (see other Business Case) will benefit from up-to-date information related to community needs and gaps for recreation, parks and culture.</p>
Business Need:	<p>Existing department plans are nearing 10 years old and require updates. The Municipal Development Plan process has started and updated information will be both strategic and important for future financial and land use planning. A number of user group pressures are coming forward that would require additional spaces to meet their needs. Confirming public demand and needs for these and</p>

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other facilities or spaces is required for Council to make informed decisions that impact limited resources.

Options:

Continue using older data and information for plan implementation and future planning that may not be representative of current population needs/wants and preferences.

Impact if Not Implemented:

Future planning and implementation of current plans may not reflect current and future needs and priorities, and resource needs and allocation (financial, land, etc.) will be difficult to confirm or plan for.

Strategic Plan Alignment:

Goal 3, Objective c, Action 1: Conduct a recreation facility review that identifies strategies and actions that best address community recreation needs.

Recreation and Culture Fees and Charges and Facility Allocation Review

Department:	Recreation & Culture
Cost:	\$45,000 one-time cost
Start Date	January 2024
Completion Date:	June 2024
Description:	<p>The City's Recreation and Culture fees and charges structure has not been reviewed or updated in many years. While market reviews have been completed, the structure, principles (levels of cost recovery, financial accessibility, etc.) have not been updated. In addition, the City's policy and procedures related to subsidies and accessibility also needs to be reviewed and updated. Over time, many exceptions and inconsistencies in how fees were applied (or not) are being experienced by the community causing a lack of transparency, consistency and equity for some in the community. In addition to these issues, it makes it difficult for staff to make independent and confident decisions in applying these fees and allocating facility time, and difficulties in financial planning and reporting.</p> <p>While staff resources will be able to lead and manage the project, additional consulting support for specific market research, analysis and recommendations will be required to ensure industry best-practice, local priorities and community needs are considered. Fees and charges related to programs, services and facility rentals will be included. It is anticipated that input and engagement with Senior Management and/or Council will be required to confirm principles, in addition to community and regional partner engagement.</p>
Business Need:	<p>Clear principles for the application of fees and charges will improve equity and consistency for the customer and will enhance staff ability to apply fees without the need for additional decision-making by supervisors due to missing or outdated fee-structures. Consistent application of fees and allocation of recreation and culture spaces will increase the ability to plan and forecast revenues. Further, aligning to Council values and principles related to financial accessibility, cost-recovery and community benefit in setting rates will guide the fees and charges and allocation review.</p>
Options:	<p>Continue to use and update fees structure and Municipal Use of Space Policy without the capacity or ability to align fees and allocation with industry standards and key principles.</p>

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Impact if Not Implemented:

Ongoing inequities and inconsistent application of department fees and charges. Decreased empowerment of front-line staff in making decisions on fees and charges.

Strategic Plan Alignment:

Goal 2, Objective b, Action 1: Conduct a study that determines if recreation and culture facilities are physically and financially accessible and meet community needs.

Transportation and Roadway Services

Traffic Network Signals Review

Department:	Engineering
Cost:	\$20,000 one-time cost
Start Date	April 2024
Completion Date:	December 2024
Description:	<p>Ensuring that our signaled intersections are being utilized to the most efficient manner is important for traffic flow and safety. Over the years, the City has installed numerous signaled intersections but the City has not reviewed the impact of all of our signaled intersections in a holistic manner. The importance of ensuring that traffic is moved in a safe and consistent manner throughout the City is key to this study.</p>
Business Need:	<p>An improved and well-maintained transportation/traffic network provides for a safe and efficient experience for all drivers, pedestrians, users of the network within Spruce Grove and affects residents, businesses, and visitors. Coordinating light sequencing and timings will allow for a good experience in Spruce Grove.</p>
Options:	<p>The City does not have experts within the City to complete this study/review; as such, the only option is a third-party transportation firm.</p> <p>The City can delay the work and expect to pay more in the future. The City will need to ensure that the delay does not negatively impact the safety of the public using the road network.</p>
Impact if Not Implemented:	<p>Traffic flow could be negatively affected if the sequencing is not aligned properly. Delay of the study will not provide the details to upgrade the network if needed.</p>
Strategic Plan Alignment:	n/a

Facilities Project Coordinator (Full Time, Temporary, 2024)

Department:	Facilities and Fleet Management
Cost:	\$52,000 one-time cost
Start Date	January 2024
Completion Date:	December 2024
<p>Description: This position will work on facilities projects such as lifecycle, accommodation, and maintenance projects. They will work closely with the Director of Facilities and Fleet, the Accommodations Specialist, and the Supervisor of Facilities Operations. They will perform evaluations of needs and methods for the projects, arrange and procure services, manage contractors and see the projects through to completion. They would also assist other department members in completing tasks.</p> <p>Business Need: The facilities lifecycle program in the City of Spruce Grove has grown from between \$400,000-\$600,000 to over \$1,500,000. This work is currently worked on by the Accommodations Specialist, the Foreman of Facilities Operations, trades staff and the Supervisor of Facilities Operations. With other work being completed by these positions, the lifecycle program for each year is not completed leaving a higher risk of unplanned failures of some equipment and unexpected damages to facilities. This position will be responsible to implement the lifecycle projects.</p> <p>Options: Prioritization of lifecycle projects with other work to ensure the higher priority work continues to get done with the goal of minimizing impacts to facilities and user groups.</p> <p>Impact if Not Implemented: Asset degradation and safety impacts due to lifecycle work not being completed.</p> <p>Strategic Plan Alignment: Goal 12, Objective d, Action 2: Ensure City buildings, roads, and utilities are well managed and maintained, meeting the needs of residents today and tomorrow.</p>	

Heritage Grove Forest

Department:	Public Works
Cost:	\$150,000 ongoing cost per year
Start Date	January 2024
Completion Date:	n/a
<p>Description: This business case will provide additional resources to increase annual maintenance activities within Heritage Grove Forest.</p> <p>Business Need: Naturally occurring processes have produced excessive amounts of deadfall, snags and dead standing trees within the forest. As there is no opportunity for a fire to clear up these materials naturally, more intervention is required to improve the aesthetic of the forest while also reducing hazards and fire loads.</p> <p>Options: Dead and fallen materials could be left to decompose naturally.</p>	

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Impact if Not Implemented:

If nothing is done the forest will continue to look increasingly unkempt and fire loads will likely increase as more and more deadfall accumulates. This will produce more complaints from residents.

Strategic Plan Alignment:

n/a

Parks Labour - Horticulture (Seasonal)

Department:	Public Works
Cost:	\$55,000 ongoing cost per year
Start Date	April 2024
Completion Date:	n/a
Description:	<p>There is a need to increase temporary seasonal staffing levels to support service levels in the horticulture service area of Parks & Open Spaces.</p>
Business Need:	<p>The growth of staffing levels in Parks & Open Spaces has not kept pace with the increase in green infrastructure over the last few years and this results in challenges for staff to maintain expected service levels across the City. With over 900 sites to maintain, staff assigned to look after horticulture inventories struggled in 2023 to maintain a 30 day maintenance cycle. It was determined that an appropriate future service level would be closer to 21 days with the support of an additional 3 seasonal part-time labourers.</p>
Options:	<p>There are few alternatives other than to accept a lower service level or to reduce maintenance in other core service areas in Parks & Open Spaces; neither of which would resolve the underlying resourcing issue.</p>
Impact if Not Implemented:	<p>If not implemented resources will need to be moved around within the core service areas of Parks operations potentially resulting in inefficient operations. Further, it is unlikely that horticulture maintenance targets will be met or other program areas will see a decline in standards.</p>
Strategic Plan Alignment:	<p>Goal 5, Objective a, Action 2: Consider opportunities for private and publicly owned community gardens and orchards that will increase access to food across the community.</p>

Roads Operator (Full Time, Permanent)

Department:	Public Works
Cost:	\$89,000 ongoing cost per year
Start Date	April 2024
Completion Date:	n/a
<p>Description: This business case is to provide for one new Roads Operator position in 2024.</p> <p>Business Need: This resource is needed to increase staffing levels ensuring existing service levels are met as new infrastructure developments tied to growth challenge operational capacities. Staffing levels have proven insufficient to staff winter schedules that provide 24 hours a day, seven days a week coverage for snow and ice control services. In the non-winter months, there is a need for increased staffing and supervision to allow for service delivery continuity during staff vacations.</p> <p>Options: Since 2020, the Roads section has hired temporary operators and used additional contracted services and overtime as strategies to manage staffing shortfalls and capacity limitations. While the pandemic complicated and affected resourcing in 2020, 2021 and 2022, insufficient staff levels were identified as the root cause of operational issues.</p> <p>Impact if Not Implemented: Insufficient staffing has the potential to create morale issues and potential burnout among employees who are asked to work excessive amounts of overtime or are unable to take time off to maintain a healthy work life balance. In the winter season, high sustained workloads coupled with the demands of shift work can lead to fatigue and an increased likelihood of workplace incidents. The lack of appropriate and effective supervision can also lead to operational inefficiencies.</p> <p>Strategic Plan Alignment: n/a</p>	

On-Demand Transit Weekday Service - Service Reliability Enhancements

Department:	Transit
Cost:	\$245,000 ongoing cost per year
Start Date	January 2024
Completion Date:	n/a
<p>Description: An additional on-demand bus will be deployed from 5:00 am to 6:30 pm on weekdays. This will increase the number of buses in service from 4 buses to 5 during the morning and afternoon peak hours and from 3 buses to 4 during the midday. <i>Governance and Priorities Committee recommended that on-demand Saturday services also be added, at a cost of \$108,000.</i></p> <p>Business Need: Ridership on the current level of service is approaching capacity during the current scheduled service. This is affecting the reliability of the service. On a daily basis, 15 to 45 residents are unable to book a ride within their preferred travel timeframe because the buses are already occupied serving other passengers.</p>	

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This initiative enhances the quality of life for Spruce Grove residents by offering improved mobility to connect residents with employment, shopping, social, recreation and culture activities within the City.

This initiative provides on-demand local service within Spruce Grove, Stony Plain, and Parkland County. The net costs will be divided among the three municipalities as follows:

- Spruce Grove: \$137k 43%
- Stony Plain: \$78k 25%
- Parkland: \$103k 32%

Full implementation of this initiative requires the financial support of the Town of Stony Plain and Parkland County as part of our Cost and Revenue Sharing Agreement for this shared service.

This initiative also supports the City's Climate Change Action Plan. The plan includes an action to increase transit use within the City of Spruce Grove through increased local transit hours and area covered.

Options:

The business need could be partially met by providing fewer than the recommended 13.5 daily hours of additional service. The implementation date could be delayed from January 2 to April 29, July 2, or September 3 to reduce the impact on the 2024 budget.

The geographic scope of service expansion will be managed within the available budget.

Impact if Not Implemented:

Residents will have less access to the service. Service will be less reliable, as more residents are denied service due to constrained capacity. It will be more difficult to attract additional ridership.

Strategic Plan Alignment:

Goal 2, Objective b: Reduce accessibility and affordability barriers to housing, programming, and transportation services.

Development Services

Business Development Advisor (Full Time, Permanent)

Department:	Economic and Business Development
Cost:	\$120,000 ongoing cost per year
Start Date	April 2024
Completion Date:	n/a
Description:	The Department of Economic and Business Development facilitates and delivers programs and services to help local businesses prosper and grow, and attract new business, investment, and talent to Spruce Grove. The Business Development Advisor will focus on supporting business start-ups, retention and expansion. This will include identifying specific business needs, helping businesses connect with the resources and support they need, and providing a point of liaison with City Administration. The position will also be responsible for managing the new SmartStart program in cooperation with Community Futures which is targeted at start-ups and businesses in their early years of operation. This would help replace the need for a business incubator by providing access to many of the support services and programs already available.
Business Need:	The work of the Business Development Advisor would expand outreach and engagement with the existing business community to support retention and expansion. The additional position would create

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capacity and allow the City to dedicate resources outside of investment attraction as well as help compensate for the additional resource commitments required to support the operations of Edmonton Global.

Options:

Deferral of position.

Impact if Not Implemented:

Less engagement with the existing business community which may have a negative impact on business closures or not pursuing expansion opportunities.

Strategic Plan Alignment:

Goal 10, Objective a: Support the small business community to succeed and grow by ensuring businesses and entrepreneurs have access to programs, services, tools, and infrastructure that encourage and facilitate business start-up, expansion, and job creation.

Utility Services

Stormwater Operator (Full Time, Permanent)

Department:	Public Works
Cost:	\$89,000 ongoing cost per year
Start Date	April 2024
Completion Date:	n/a
Description:	This business case is to provide for one new Stormwater Operator position in 2024.
Business Need:	This position is needed to increase staffing levels within drainage operations to build capacity to maintain significant infrastructure systems. This position will also support roads operations through the winter where staffing is insufficient to meet service demands for snow and ice control services.
Options:	n/a
Impact if Not Implemented:	Insufficient staffing has the potential to create morale issues and potential burnout among employees who are asked to work excessive amounts of overtime or are unable to take time-off to maintain a healthy work life balance. In the winter season, high sustained workloads coupled with the demands of shift work can lead to fatigue and an increased likelihood of workplace incidents. The lack of appropriate and effective supervision can also lead to operational inefficiencies.
Strategic Plan Alignment:	n/a

Solid Waste Maintenance Worker (Part Time, Permanent)

Department:	Public Works
Cost:	\$42,000 ongoing cost per year
Start Date	April 2024
Completion Date:	n/a
<p>Description: This business case is to provide for an additional 0.5 FTE Maintenance Worker position for the operation of the Eco Centre.</p> <p>Business Need: Facility users currently enjoy Eco Centre facility access 6 days per week. Current staff levels of 2.5 persons per operating shift can only occur for five days of the week. Expectations of the Union Agreement require that scheduling endeavor to have staff work only every second weekend and no more than 3 weekends in a row which restricts the ability to schedule for absences and vacation needs.</p> <p>An absence means that certain aspects of service are left undone and presents work alone concerns. Residential solid waste collection cart deliveries and maintenance activities require a staff member for at least 4 hours per day and this cannot occur consistently if any staff member is absent.</p> <p>Additional staff would allow for more effective scheduling to accommodate these needs.</p> <p>Options: Potential options considered include reducing hours of available services (reduced customer service), staffing from other areas (impacts other high priority regulatory compliance programs) or restricting staff absences.</p> <p>Impact if Not Implemented: There may be a reduced ability to maintain the current service levels without adequate staff availability. Some aspects of site maintenance will deteriorate and cause unsightly site conditions.</p> <p>Strategic Plan Alignment: Goal 2: Barriers are reduced, access is improved, and participation increases for City facilities, programs, and services. Goal 7: The City’s impact on the environment is reduced through targeted investment in environmental strategies, programs, systems, and infrastructure.</p>	

Hyprescon Pipe Diver Line Inspection

Department:	Engineering
Cost:	\$410,000 one-time cost
Start Date	May 2024
Completion Date:	July 2024
Description: This work is to provide a condition report on the City's hyprescon feeder water main that runs from Zone 1 to Zone 2 water zones and takes water from the south reservoirs and fills the north reservoirs. This high pressure water line is essential for the distribution of potable water throughout the City. The water line to be inspected has been in the ground for 40 years and it is over its half life serviceability. Inspecting the high pressure water line has been a challenge but new technology will now allow the inspection to be completed through a pipe diver inspection. In order to do the launch and capture of the data there will be required modification to the piping in the pump houses at each end of the pipe.	
Business Need: This high pressure line is essential for the distribution of potable water throughout the City. Currently, the only condition of the line Administration can monitor is when we have leaks or breaks. Understanding the current condition will mitigate any expensive repairs in the future.	
Options: Leave the line as is, and when breaks occur, repair as needed.	
Impact if Not Implemented: Breaks will become more severe as time moves on the line ages underground.	
Strategic Plan Alignment: n/a	

Appendix B.1: Capital Profiles (2024 & Multi-Year Projects)

In this appendix, capital profiles have been provided to support Council approval of all new and RMR capital projects with costs in 2024 as well as projects that span multiple years. Capital profiles may be listed in more than one category. Note the legend (below the table) for the appropriate cost for each category.

Where applicable, the operating impacts of the projects have been included in the capital profiles. Those costs can include debt servicing costs, contracted and general services, and materials, goods and supplies.

Category	Capital Profile Name	Capital Costs (\$000)		
		2024 Interim	2025 Planned	2026 Planned
Municipal New - Civic Infrastructure	Fibre Ring	\$226	\$155	-
	Solar Installation at Protective Services	\$425	-	-
	Fire Services Software	\$13	-	-
	Supportive Housing Infrastructure	\$1,500	-	-
Municipal New - Community Facilities	Civic Centre Development	\$27,653	-	-
Municipal New - Parks and Open Spaces	Implementation of Outdoor Amenity Functional Plan	\$21	\$30	\$100
	Re-imagined Central Park	\$5,921 ● \$235 ●	\$800 ● - ●	-
	Wide Area Mower Equipment	\$91	-	-
Municipal New - Public Transit	Spruce Grove Transit Centre	\$30	-	-
	Transit - Local Service: Install Bus Stops	\$63	\$63	\$63
Municipal RMR - Civic Infrastructure	Information Systems (IS) Lifecycle Replacement Plan	\$574	\$780	\$740
	Fleet (Vehicles & Equipment) Lifecycle Replacement Plan	\$59	-	\$160
	City Hall Renovations	\$2,026	\$994	-
Municipal RMR - Community Facilities	Fleet (Vehicles & Equipment) Lifecycle Replacement Plan	\$25	\$25	-
	Facilities Lifecycle Replacement Plan	\$501	\$303	\$1,626
Municipal RMR - Parks and Open Spaces	Fleet (Vehicles & Equipment) Lifecycle Replacement Plan	\$593	\$251	\$808
	Parks Rehabilitation	\$175	\$100	\$120
	Parks Lifecycle (Sports Fields)	\$15	-	-
Municipal RMR - Public Safety	Fleet (Vehicles & Equipment) Lifecycle Replacement Plan	\$650	\$479	\$426
Municipal RMR - Public Works	Fleet (Vehicles & Equipment) Lifecycle Replacement Plan	\$18	-	\$18

Appendix B.1: Capital Profiles (2024 & Multi-Year Projects)

Category	Capital Profile Name	Capital Costs (\$000)		
		2024 Interim	2025 Planned	2026 Planned
Municipal RMR - Transportation	Fleet (Vehicles & Equipment) Lifecycle Replacement Plan	\$319	\$1,285	\$1,194
	Traffic Signal Rehabilitation	\$800	-	\$400
	Support to City Centre Area Redevelopment Plan (ARP)	\$2,726 ●	\$2,000 ●	\$2,000 ●
		\$1,500 ●	\$1,500 ●	\$1,500 ●
	Arterial Roadways and Hwy 16A Resurfacing	\$1,010	\$1,850	\$1,850
	Industrial Watermain and Surface Rehabilitation	- ● \$3,840 ●	\$1,500 ● - ●	\$1,260 ● \$3,180 ●
Utility New	Water Meters Growth Plan	\$350	\$350	\$350
	AMI - Real Time Utility Monitoring	\$300	-	-
	Amphibious Machine	\$240		
	Re-imagined Central Park	\$5,921 ●	\$880 ●	- ●
		\$235 ●	- ●	- ●
Pickup Truck for Stormwater Operator	\$75	-	-	
Utility RMR	Industrial Watermain and Surface Rehabilitation	- ● \$3,840 ●	\$1,500 ● - ●	\$1,260 ● \$3,180 ●
	Support to City Centre Area Redevelopment Plan (ARP)	\$2,726 ●	\$2,000 ●	\$2,000 ●
		\$1,500 ●	\$1,500 ●	\$1,500 ●
	Water Meter Lifecycle Replacement Program	\$310	\$310	\$310
	Water Reservoir - Fill Point Facility	\$2,200	-	-
	Storm Rehabilitation: Catch Basins	\$450	\$450	\$500
	Storm Rehabilitation: Stormwater Management Facilities (Ponds)	\$800	\$200	\$250
	Fleet (Vehicles & Equipment) Lifecycle Replacement Plan	\$1,233	\$226	\$74

Legend:

● = municipal costs ● = utility costs

Municipal New - Civic Infrastructure

Fibre Ring

Asset Category:	Civic Infrastructure
Timeline:	2022-2025

	Cost (in thousands of dollars)	Operating Impact (in thousands of dollars)
2024	\$226	\$75
2025	\$155	\$98
2026	-	\$163
Previous Years	\$321	\$88
Total	\$702	

Summary:
 This work is required to leverage the broadband fibre connections to City facilities including the provision, configuration and testing of equipment (firewalls, switches, wireless). This project is possible due to the broadband investment that the City partnered with Telus on in 2021.

- Background:**
- Ensure that City facilities have redundant network connections and access to high-speed connectivity to improve access to systems/data and reduce risk of unscheduled outages. This investment will increase speeds for business users and increase the public Wi-Fi available in key areas of the City.
 - Key deliverables include:
 - Designing the network
 - Determining and acquiring necessary equipment
 - Stage, configure and test equipment
 - Launch and monitor the updated system connectivity
 - Each component of the plan in the out years is independent

Risks:
 At this time, the City does not have a backup if connectivity is lost in a City facility. The fibre ring will ensure that a facility can access connectivity through the fibre ring if an outage occurs.

- Stakeholder Impact:**
- Residents: Increased access to public Wi-Fi locations in City facilities.
 - Administration: Productivity losses minimized when connectivity is impacted in a City facility.

Solar Installation at Protective Services

Asset Category:	Civic Infrastructure
Timeline:	2024

	Cost (in thousands of dollars)	Operating Impact (in thousands of dollars)
2024	\$425	-
2025	-	\$42
2026	-	\$42
Previous Years	-	-
Total	\$425	

<p>Summary: This project includes the Installation of a solar array at the Protective Services Building.</p>
<p>Background: The solar array installation will:</p> <ul style="list-style-type: none"> align with City’s energy reduction targets as stated in the Greenhouse Gas Inventory and Energy Management Plan; help the City achieve LEED certification at the Protective Services Building help secure electricity pricing for the life of the installation (40 plus years); and save the City roughly \$12,200 in annual electricity costs. This will result in a payback period of 34 years (estimate calculated internally, may be subject to change once tender is complete).
<p>Risks:</p> <ul style="list-style-type: none"> Impact the City’s ability to achieve LEED certification at the Protective Services Building, a requirement in the City’s Green Building Policy.
<p>Stakeholder Impact:</p> <ul style="list-style-type: none"> Administration: Greenhouse gas reductions achieved from this project will help the City meet the targets set out in the Greenhouse Gas Inventory and Energy Management Plan.

Fire Services Software

Asset Category:	Civic Infrastructure
Timeline:	2023-2024

	Cost (in thousands of dollars)	Operating Impact (in thousands of dollars)
2024	\$13	\$9
2025	-	\$1
2026	-	-
Previous Years	\$41	-
Total	\$54	

Summary:

In 2022 a review of the software used by Fire Services was completed. It was determined that the current software used by Fire Services for incident tracking, permitting, fire prevention, personnel, training, and inventory management, does not meet the needs of the Department or provide access to all the information required while responding to and on scene of incidents. The current software was implemented in 2004 and has not kept pace with current technological advances or the need to provide access to real time information.

Background:

As a growing City the demands on Protective Services have increased and it is important to have the tools to function efficiently. This includes ensuring that the software applications support the service needs and fulfills the reporting and decision-making requirements.

In early 2022, a committee of City staff was formed to complete a review of the current software. Input was solicited from key stakeholders, including Deputy Chief, Assistant Deputy Chiefs, Captains, Lieutenants, Fire Prevention Officer and Fire Services Admin. Based on the information gathered, it was evident that the current application did not meet the needs identified by the stakeholders, including not allowing mobile access or providing the metrics for data-driven decision making.

Approximately 7,400 incidents are entered in the software annually, each incident requires manual data entry and duplication of data entry. There is also data entry required for permits, fire prevention, personnel, training and inventory management. These are inefficient processes that takes time from both administrative staff and Fire Captains resulting in the current need for more administrative staff for data entry. Moving to a more efficient, modern, user friendly system with mobile access would reduce staff time spent on data entry, thus eliminating the need for more administrative staff.

Operating Impacts of Capital in 2023 include contracted staff to assist with the set up of the system and annual maintenance.

Risks:

- Current software requires manual data entry, which is very time consuming, often requires duplicate entry and can result in data errors.
- No ability to access the system remotely while on scene.

Stakeholder Impact:

- Residents: Improved service.
- Administration: Improved functionality and less administrative data entry.

Supportive Housing Infrastructure

Asset Category:	Civic Infrastructure
Timeline:	2024

	Cost (in thousands of dollars)	Operating Impact (in thousands of dollars)
2024	\$1,500	-
2025	-	-
2026	-	-
Previous Years	-	-
Total	\$1,500	

Summary:
Secure and service land that supports the development of a Supportive Housing initiative to be delivered by a Non-Profit Organization.

Background:
There is a lack of affordable and supportive housing available to serve the vulnerable, unsheltered population of Spruce Grove; to mitigate homelessness and adequately address the issue, investment in a longer-term solution is imperative.

Risks:

- Increase to number of unhoused
- Increase to number of complex social issues (poverty, addictions, crime)
- Unstable housing stock detracts from economic growth

Stakeholder Impact:

- Residents: Affordable and supportive housing readily available.

Municipal New - Community Facilities

Civic Centre Development

Asset Category:	Community Facilities	
Timeline:	2021-2024	
	Cost (in thousands of dollars)	Operating Impact (in thousands of dollars)
2024	\$27,653	\$330
2025	-	\$3,177
2026	-	\$3,177
Previous Years	\$50,074	-
Total	\$77,727	

Summary:

To respond to feedback that residents, sporting groups and regional partners have provided which indicated the need for ice surfaces in addition to other recreation amenities/facilities, the City is constructing the Civic Centre project. It is the single largest capital project in the history of the City of Spruce Grove.

Amenities include a spectator arena, a community arena, a satellite location for the Spruce Grove Public Library, a black box theatre, an art gallery and dedicated program room, a community walking track, and the co-located Spruce Grove Transit Centre. City Administration researched, analyzed and engaged with residents and regional partners on the optimal civic centre design and components. The Civic Centre Development includes both recreational and cultural experiences as well as incorporating other key City partners such as the Spruce Grove Public Library and Allied Arts Council. On June 13, 2022, Council formally approved the Civic Centre project with a total initial budget of \$72.789 million. As final tenders have been received on this project, the total budget is required to be revised to \$77.727 million.

Background:

The City of Spruce Grove first began market feasibility studies for a Multi-Use Sport and Entertainment Centre (MUSEC) in 2014. Preliminary assessments and high level public information were released in 2016 and 2017. Options were narrowed down and presented to Council in a public session, in January 2019.

In July 2020, City Administration presented further analysis of the three options to Council. At this time, Council chose not to pursue the MUSEC and to proceed with more detailed analysis of the other two options, as well as engaging the community on them. The Arena Complex Project Public Engagement Report was presented to Council in October 2020.

In April 2021, Administration provided a further update to Council. This update noted that after further analysis and in line with public engagement themes there was an opportunity to construct a spectator arena with a secondary ice sheet while also adding additional community amenities including:

- Two NHL sized rinks with one having a seating capacity of minimum of 1,700 seats
- Concourse area with community walking track
- Approximately 25,000 square feet of community space including a black box theater/flex space, multi-purpose rooms, library space and an art gallery

Between April 2021 and May 2022, City Administration worked through preliminary and concept design on a Civic Centre. This work further defined the program elements included in the proposed facility as

Appendix B.1: Capital Profiles (2024 & Multi-Year Projects)

well as updating operating and capital cost estimates. This work culminated with a presentation to City Council at a special council meeting on May 30, 2022.

On June 13, 2022, Council formally approved the Civic Centre Project with an initial budget of \$72.8 million. As tenders were finalized for all phases of the project, construction costs have increased, resulting in an additional \$4.9 million of costs, and bringing the total revised budget requirement to \$77.7 million.

Operating impacts of this capital project start in 2024 and include the payment of interest on debt that will be taken out to construct the Civic Centre. In 2025, the Civic Centre is expected to open, and operating impacts will also include the principal repayment of the debt and operating funding to operate the facility (including the new satellite library location).

Risks:

- Construction costs associated with an unstable market, escalation and inflation, supply chain issues and labour availability in the construction trades.
- Uncertainty with soil conditions may impact the cost of foundations and underground work.
- Weather condition could impact construction schedule that will impact cost.
- Site access and servicing to the property line are the responsibility of others. Servicing and access delays may have an impact on construction costs.
- This project is being delivered via a sequential tendering process which will assist in starting construction sooner but will result in work starting before the final tendered cost is known.

Stakeholder Impact:

- Significant and ongoing engagement with both the Spruce Grove Library and the Allied Arts Council has allowed significant input by these two groups. Upon completion, the library, gallery and program room will meet the needs of these two major stakeholders.
- Sport users have also been engaged in the design process increasing the value these stakeholders will receive from the finished facility.
- Residents will have access to modern civic facilities for both recreational and cultural experiences.
- Regional municipalities and their residents will also have access to these same facilities.
- Engagement with the development community has resulted in agreement on the construction cost of the community arena and 50 per cent of the library being funded through off-site levies.

Municipal New - Parks and Open Spaces

Implementation of Outdoor Amenity Functional Plan

Asset Category:	Parks and Open Spaces	
Timeline:	2024-2028	
	Cost (in thousands of dollars)	Operating Impact (in thousands of dollars)
2024	\$21	-
2025	\$30	-
2026	\$100	-
Previous Years	-	-
Total	\$151	

<p>Summary: The Outdoor Amenity Functional Plan was originally created in 2018. A number of projects were identified in the plan and some of the projects have been completed and some have progressed to other larger projects like Re-Imagined Central Park. In addition, the Parks section have also completed some of the projects as a part of their regular maintenance and repair program. As a result, some of the original capital funding has been reallocated to support the Re-imagined Central Park project.</p>
<p>Background: The remaining identified projects support the 2018 Outdoor Amenity Functional Plan. An update and re-affirmation of the plan and community needs will be completed which may further refine the projects and related costs within this capital funding project.</p> <ul style="list-style-type: none"> • Community needs (sport and spontaneous use) including changes to sport standards and requirements. • Safety • Lifecycle replacement
<p>Risks:</p> <ul style="list-style-type: none"> • Composite High School re-development • Joint Use site - changes in use (portables, etc.)
<p>Stakeholder Impact:</p> <ul style="list-style-type: none"> • Residents: Some fields and amenities will be taken out of service to complete the work. This will impact the users of those fields/amenities for a short period of time.

Re-imagined Central Park

Asset Category:	Parks and Open Spaces
Timeline:	2023-2025

	Cost (in thousands of dollars)		Operating Impact (in thousands of dollars)
	Parks	Utilities	
2024	\$5,921	\$235	\$249
2025	\$880	-	\$249
2026	-	-	\$249
Previous Years	\$400	-	-
Total		\$7,436	

Summary:

Central Park remains a highly valued outdoor area in the community. The location along current inventory of system elements renders the location as a premier outdoor spontaneous use destination. The development plan proposes an overall site refreshment along with a scale of redevelopment thereby ensuring the site continues to meet community needs for all ages, interests and ability levels.

Background:

The following is an overview of existing and proposed (new or retrofitted) amenities that are recommended for Central Park:

- New skate park (includes expansion and retrofit to existing space), playground and picnic area
- Fitness area
- Electronic events board sign
- Pump track and
- other park user and functionality enhancements.

The initiative would include both internal and external consultation exercises to address questions such as desired program elements and seasonal expectations.

On occasion the greater Central Park area has been viewed as a location associated with negative behavior. Through consultation and study it has been determined that through a combination of site redesign along with the addition of various spontaneous elements that this negative behavior will be displaced and subsequently Central Park will grow in reputation as a safe/community friendly spontaneous outdoor destination location. It is also a key hosting site for many City and Community-led special events as well as programming for youth. The re-configuring and enhancement of existing features in the park will be identified to address multi-use and multi-season opportunities, including strategies to address safety concerns.

Risks:

- Water and ground considerations and requirements to complete construction.
- Public backlash with restricted park access due to (de)construction.
- Rising costs for supplies and materials required to complete construction.

Stakeholder Impact:

- Resident engagement will drive the input into stakeholder impact.
- Access to the skate park for the summer of 2024.
- Access to the overall park during (de)construction.
- Improved functionality and safety of the site.

Wide Area Mower Equipment

Asset Category:	Parks and Open Spaces
Timeline:	2024

	Cost (in thousands of dollars)	Operating Impact (in thousands of dollars)
2024	\$91	-
2025	-	-
2026	-	-
Previous Years	-	-
Total	\$91	

Summary:
A new 10.5 foot wide area mower is needed to increase the City’s mowing capacities.

Background:
Each year newly developed lands are handed over to the City for ongoing maintenance. Parks, roadway boulevards, school grounds and storm ponds are inventories that are primarily developed as turf areas. As turf inventories in the City grow, it is necessary to periodically increase our mowing capacities to ensure we can meet our service levels for turf maintenance in future years in anticipation of ongoing growth. Since 2009 mowed turf inventories have grown by over 30 per cent to 709 Acres (287 Hectares) in 2022.

Risks:

- Procurement delays.

Stakeholder Impact:

- Council: Will field less enquiries when service levels are maintained.
- Residents: The community will appreciate the level of care provided to our public roads and spaces and satisfaction levels will be higher as a result.
- Administration: Staff will have increased ability to plan and complete mowing in a timely manner and within the prescribed service level

Municipal New - Public Transit

Spruce Grove Transit Centre

Asset Category:	Public Transit
Timeline:	2021-2024

	Cost (in thousands of dollars)	Operating Impact (in thousands of dollars)
2024	\$30	\$39
2025	-	\$70
2026	-	\$70
Previous Years	\$4,980	-
Total	\$5,010	

Summary:
 The City is constructing a park and ride facility and transit hub adjacent to the Civic Centre. The project will include parking, bus bays, pedestrian island, shelter, and operator washrooms.
 This project was approved by Council on June 13, 2022, for a total initial project cost of \$4.222 million. As final tenders have been received, the total budget for this project is required to be revised to \$5.010 million.

Background:
 This project provides improved access to the public transit system. There is a demonstrated need for designated off-street parking with improved passenger amenities for Spruce Grove Transit customers. Buses also need to be able to connect at a major transfer location without creating traffic safety concerns or traffic delays. The parking will also be available for the Civic Centre during the evening and on weekends.

- Risks:**
- The project cost might exceed the estimate. If this happens the project scope will have to be scaled back.
 - The design of the transit centre (e.g. number of bus bays) will be based on the expected future state of the transit network. It is possible that the design will underestimate or overestimate the future requirements.

- Stakeholder Impact:**
- Residents: Residents will have improved access to public transit.

Transit - Local Service: Install Bus Stops

Asset Category:	Public Transit
Timeline:	2019-2027

	Cost (in thousands of dollars)	Operating Impact (in thousands of dollars)
2024	\$63	\$42
2025	\$63	\$42
2026	\$63	\$56
2027	\$63	\$70
Previous Years	\$256	-
Total	\$508	

Summary:
This project will address bus stop improvements including bus stop concrete pads, shelters and sidewalk connections.

Background:
Concrete pads and sidewalk connections will ensure that pedestrians are able to safely access the transit service.

With the implementation of local service in 2019, the transition to on-demand local service in 2021 and the expansion of on-demand service to the Industrial Area in 2022, there are now 213 existing and virtual bus stops within the City. 64 of these stops require improved paved pedestrian access. The affected bus stops will be closed, or their location will be shifted during construction.

Risks:

- Construction could have weather-related delays.
- If on-demand local service is unsuccessful at attracting a sufficient number of passengers, the service could be cancelled prior to the completion of this five-year project.

Stakeholder Impact:

- Residents: Transit users will have a safe and convenient access to the bus stop.

Municipal RMR - Civic Infrastructure

Information Systems (IS) Lifecycle Replacement Plan

Asset Category:	Civic Infrastructure	
Timeline:	Ongoing	
	Cost (in thousands of dollars)	Operating Impact (in thousands of dollars)
2024	\$574	-
2025	\$780	-
2026	\$740	-
Summary: The IS lifecycle replacement plan has been established to manage IS equipment/assets to ensure functionality and productivity for the organization. The maintenance and replacement of the assets is planned for optimal lifespan and to limit downtime from equipment failure. IS equipment includes such items as servers, firewall, printers, network switches, storage drives and technology.		
Background: The equipment identified in the plan has a specific lifespan and as technology improves, the replacement of the equipment improves the reliability of services. The IS infrastructure (computer power) is required to operate server systems so employees can access data / systems. This allows the business to operate systems so employees can work at full capacity while providing services to internal and external clients. With up-to-date equipment there is less likelihood of non-scheduled outages or risks from a security perspective. The business need from a size/speed perspective to systems and data will continue to grow. <u>2024:</u> Printer and Storage Replacement Replacement of Fibre from 2004 Wireless replacement at Public Works and Protective Services <u>2025:</u> AV replacement at Protective Services Information Management System Replacement Firewalls, GIS-GPS-GNSS, Storage and Wireless Replacement <u>2026:</u> Wireless replacement at BPAC, Log Cabin, FCSS, Planning & Engineering Backup Hardware, Server, Software, GIS-GPS-GNSS and Storage Replacement		
Risks: <ul style="list-style-type: none"> • New technology is getting faster and faster, could look to replace with less but run the risk of not sizing properly. • Resource and scheduling risks. 		
Stakeholder Impact: <ul style="list-style-type: none"> • Residents: Improved service delivery, reliable access to information. • Administration: Reliable access to systems/data and new technology limits downtime from equipment failure. 		

Fleet (Vehicles & Equipment) Lifecycle Replacement Plan

Asset Category:	Civic Infrastructure
Timeline:	Ongoing

	Cost (in thousands of dollars)	Operating Impact (in thousands of dollars)
2024	\$59	-
2025	-	-
2026	\$160	-

Summary:

This lifecycle replacement plan has been established to manage civic infrastructure fleet assets to ensure functionality and productivity for the organization. The maintenance and replacement of the assets is planned for optimal lifespan and to limit downtime from fleet breakdown.

Background:

The timely replacement of the fleet assets improves the reliability of the fleet for the employees to use as part of their work and maintains service levels.

2024:

Fleet and Facilities truck

2025: Nil

2026:

½ ton truck
Ford E-350 Van

Risks:

- Equipment and vehicle failure putting City employees and others at risk of harm.
- Renting fleet while repairs are being completed.
- Long wait times for fleet assets if no planned timeline for replacement due to supply chain issues.

Stakeholder Impact:

- Residents: Reliable service delivery.
- Administration: Reliable access to equipment and vehicles required for their day-to-day work.

City Hall Renovations

Asset Category:	Civic Infrastructure
Timeline:	2024-2025

	Cost (in thousands of dollars)	Operating Impact (in thousands of dollars)
2024	\$2,026	-
2025	\$994	-
2026	-	\$259 (ongoing)
Total	\$3,020	

Summary:

City Hall was originally built in 1981 and has undergone a variety of renovations. The city has been rapidly growing in population and with the expansion there has also been a need for expansion of the City’s civil service. Due to changes in staffing, technology and workflows a major renovation to the second and third floors of City Hall is being included in the 2024 Capital Plan. The renovation will prioritize efficient use of space, increased workspace density, better functionality and modernization, and sustainability.

In recent years, there have been increasing challenges with the space and building system functionality. The project will aim to resolve accommodation, mechanical issues and reduce the amount of hazardous materials within the building.

As the City of Spruce Grove grows into a mid-sized city, staffing levels will increase to continue to maintain program and service delivery to the community. Renovation of City Hall 2nd and 3rd floors is required to ensure the building can accommodate the needs today and into the future. Completion of both floors at the same time will ensure the least disruption to staff while replacements to critical mechanical systems take place.

Background:

City staff growth and reduction of leased spaces has led the City to repurpose existing City owned space.

Increasing the density at City Hall will keep departments consolidated, enable the required adjacencies to allow for collaboration and streamline efficiencies while reducing the impacts on operational staff.

Risks:

- Not proceeding with this project will inhibit the City’s ability to accommodate important positions that satisfy program and service delivery.
- Attempting to complete asset replacements outside of a planned project could result in loss of service, unexpected outages, and increased cost of implementation.
- Failure to remove hazardous materials will leave the City’s current liabilities unchanged.

Stakeholder Impact:

- Administration: The project will result in reliable space that offers improved comfort and user experience, as well as proper accommodation for existing and incoming positions while reducing reactive calls and unplanned facility outages.
- Administration: Improved lay out and maximization of office space for City staff.

Municipal RMR - Community Facilities

Fleet (Equipment) Lifecycle Replacement Plan

Asset Category:	Community Facilities		
Timeline:	Ongoing		
	Cost (in thousands of dollars)	Operating Impact (in thousands of dollars)	
2024	\$25	-	
2025	\$25	-	
2026	-	-	
Summary: This lifecycle replacement plan has been established to manage civic infrastructure fleet equipment assets to ensure functionality and productivity for the organization. The maintenance and replacement of the assets is planned for optimal lifespan and to limit downtime from fleet breakdown.			
Background: The timely replacement of the fleet assets improves the reliability of the fleet for the employees to use as part of their work and maintains service levels. <u>2024:</u> Public Works Facility – Pressure Washer <u>2025:</u> Public Works Facility – Pressure Washer <u>2026:</u> Nil			
Risks: <ul style="list-style-type: none"> • Equipment and vehicle failure putting City employees and others at risk of harm. • Renting fleet while repairs are being completed. • Long wait times for fleet assets if no planned timeline for replacement due to supply chain issues. 			
Stakeholder Impact: <ul style="list-style-type: none"> • Residents: Reliable service delivery. • Administration: Reliable access to equipment and vehicles required for their day-to-day work. 			

Facilities Lifecycle Replacement Plan

Asset Category:	Community Facilities
Timeline:	Ongoing

Cost (in thousands of dollars)		
	Facilities Lifecycle	TLC Capital Contribution
2024	\$501	\$535
2025	\$303	\$1,033
2026	\$1,626	\$1,520
Total	\$3,020	\$3,088

Summary:
 This lifecycle replacement plan has been established to manage assets to ensure functionality and safety of all City owned facilities. The repair, maintenance and replacement (RMR) of the assets is planned for optimal lifespan, to maximize efficiency of the assets.

Background:
 The facilities lifecycle replacement plan is part of the ongoing development and maturation of all lifecycle plans. The lifecycle reserves are being set up as a funding source for these ongoing repairs, maintenance and replacement (RMR) of facilities assets.
 The three municipalities in the Tri-Municipal region also fund the TransAlta Tri-Leisure Centre (TLC) capital facility requirements, with the contribution cost to each municipality being determined through proration based on percentage share of municipal population.
 Due to accounting standards the majority of facilities repair, maintenance and replacement (RMR) of assets cannot be capitalized and therefore Facilities Lifecycle Replacement Plan is also included in the municipal operating budget.

2024:
 Agrena Curling Rink Concrete Surface
 Border Paving Athletic Centre Lightning Protection
 Horizon Stage Equipment
 Tri-Leisure Centre Capital Contribution

2025:
 Agrena Structural Roof Framing
 Horizon Stage Equipment
 Horizon Stage Exterior Wall Signage
 Tri-Leisure Centre Capital Contribution

2026:
 Agrena Structural Roof Framing (continuation from prior year)
 Horizon Stage Sound Equipment
 Barnes & Fuhr Score Clocks
 Tri-Leisure Centre Capital Contribution

- Risks:**
- Improperly maintained assets result in sub-standard performance and reduced useful life of the asset, leading to more costly replacement of the asset.

Appendix B.1: Capital Profiles (2024 & Multi-Year Projects)

Stakeholder Impact:

- Residents: Continued function and safety of City owned Facilities.
- Administration: Detailed plans and corresponding budget to repair, maintain and replace existing assets. Administration: Improved lay out and maximization of office space for City staff.

Municipal RMR - Parks and Open Spaces

Fleet (Vehicles & Equipment) Lifecycle Replacement Plan

Asset Category:	Parks and Open Spaces
Timeline:	Ongoing

	Cost (in thousands of dollars)	Operating Impact (in thousands of dollars)
2024	\$593	-
2025	\$251	-
2026	\$808	-

Summary:

This lifecycle replacement plan has been established to manage parks and open space fleet assets to ensure functionality and productivity for the organization. The maintenance and replacement of the assets is planned for optimal lifespan and to limit downtime from fleet breakdown.

Background:

The timely replacement of fleet assets improves the reliability of the equipment for the employees to use as part of their work and maintains service levels.

2024:

Aerial Bucket
Wide Area Turbo Mowers (2)
½ tonne pickup

2025:

Gator 4x2
Zero Turn Mower
Front Mowers (2)
Stump Grinder

2026:

3 T Single Axle Hydro Excavator
Gator 4x2 (2)
Front Mowers (3)
Zero Turn Mower
1 ton truck with dump box
F250 Crew cab

Risks:

- Equipment and vehicle failure putting City employees and others at risk of harm.
- Renting fleet while repairs are being completed.

Appendix B.1: Capital Profiles (2024 & Multi-Year Projects)

<ul style="list-style-type: none"> Long wait times for fleet assets if no planned timeline for replacement due to supply chain issues.
Stakeholder Impact: <ul style="list-style-type: none"> Residents: Reliable service delivery. Administration: Reliable access to equipment and vehicles required for their day-to-day work.

Parks Rehabilitation

Asset Category:	Parks and Open Spaces		
Timeline:	Ongoing		
	Cost (in thousands of dollars)	Operating Impact (in thousands of dollars)	
2024	\$175	-	
2025	\$100	-	
2026	\$120	-	
Summary: This work provides rehab upgrades to current parks in the city. Identified areas of the city over time require rehab work as part of the lifecycle of the park. Residents are able to enjoy park areas when rehab work is completed.			
Background: Providing safe parks requires constant rehab and maintenance. The public uses the parks and counts on these facilities to be a safe place to enjoy. Parks can become unsafe if proper work is not completed at proper times. Ensuring these parks are safe and kept at a level expected of the public is essential. <u>2024:</u> Downtown Nature Playground <u>2025:</u> Victoria (Junior) <u>2026:</u> Woodside (West Junior – Replace), Woodside (East Tot – Remove/Re-landscape)			
Risks: <ul style="list-style-type: none"> Injuries from unsafe play area if not maintained/rehabbed. Closure to residents due to park safety concerns. 			
Stakeholder Impact: <ul style="list-style-type: none"> Residents: Reliable safety level and park space to enjoy. Administration: Well maintained park area/equipment. 			

Appendix B.1: Capital Profiles (2024 & Multi-Year Projects)

Parks Lifecycle (Sports Fields)

Asset Category:	Parks and Open Spaces
Timeline:	Ongoing

	Cost (in thousands of dollars)	Operating Impact (in thousands of dollars)
2024	\$15	-
2025	-	-
2026	-	-

Summary:

This work provides rehab upgrades to current sports fields in the city. Identified areas of the city over time require sports field assessments and rehab/replacement for items in the lifecycle of the sports field. Residents are able to enjoy sports field areas when rehab/replacement work is completed.

Background:

The public uses the sports fields and counts on these facilities to be a safe place to enjoy. Equipment in the sports fields when not properly maintained can become unsafe. Ensuring these sports fields are maintained is essential.

2024: Woodhaven Middle School Soccer Field - goal posts

2025: no activity planned

2026: no activity planned

Risks:

- Injuries from unsafe play area if not maintained/rehabbed.
- Closure to residents due to park safety concerns.

Stakeholder Impact:

- Residents: Reliable safety level and sports fields space to enjoy.
- Administration: Well maintained sports fields and equipment.

Municipal RMR - Public Safety

Fleet (Vehicles & Equipment) Lifecycle Replacement Plan

Asset Category:	Public Safety		
Timeline:	Ongoing		
	Cost (in thousands of dollars)	Operating Impact (in thousands of dollars)	
2024	\$650	-	
2025	\$479	-	
2026	\$426	-	
Summary:			
This lifecycle replacement plan has been established to manage public safety fleet assets to ensure functionality and productivity for the organization. The maintenance and replacement of the assets is planned for optimal lifespan and to limit downtime from fleet breakdown.			
Background:			
The timely replacement of fleet improves the reliability of the equipment and vehicles for the employees to use as part of their work and maintains service levels.			
<u>2024:</u>			
Heart Monitor/Defibrillator (2)			
Ambulance			
Jaws of Life			
Vehicle (3/4 ton)			
<u>2025:</u>			
Ambulance			
Vehicles (3)			
<u>2026:</u>			
Ambulance			
Vehicle			
Risks:			
<ul style="list-style-type: none"> • Equipment and vehicle failure putting City employees and others at risk of harm. • Renting fleet while repairs are being completed. • Long wait times for fleet assets if no planned timeline for replacement due to supply chain issues. 			
Stakeholder Impact:			
<ul style="list-style-type: none"> • Residents: Reliable service delivery. • Administration: Reliable access to equipment required for fire and ambulance services in the City. 			

Municipal RMR - Public Works

Fleet (Vehicles & Equipment) Lifecycle Replacement Plan

Asset Category:	Public Works	
Timeline:	Ongoing	
	Cost (in thousands of dollars)	Operating Impact (in thousands of dollars)
2024	\$18	-
2025	-	-
2026	\$18	-
Summary: This lifecycle replacement plan has been established to manage Public Works fleet equipment assets to ensure functionality and productivity for the organization. The maintenance and replacement of the assets is planned for optimal lifespan and to limit downtime from vehicle failure.		
Background: The equipment identified in the plan has a specific lifespan. The timely replacement of fleet assets improves the reliability of the equipment for the employees to use as part of their work and maintains service levels. <u>2024:</u> Hotsy Pressure Washer <u>2025:</u> NIL <u>2026:</u> Tandem Trailer 8x20ft Flat Deck		
Risks: <ul style="list-style-type: none"> • Equipment and vehicle failure putting City employees and others at risk of harm. • Renting fleet while repairs are being completed. • Long wait times for fleet assets if no planned timeline for replacement due to supply chain issues. 		
Stakeholder Impact: <ul style="list-style-type: none"> • Residents: Reliable service delivery. • Administration: Reliable access to equipment and vehicles required for their day-to-day work. 		

Municipal RMR - Transportation

Fleet (Vehicles & Equipment) Lifecycle Replacement Plan

Asset Category:	Transportation		
Timeline:	Ongoing		
	Cost (in thousands of dollars)	Operating Impact (in thousands of dollars)	
2024	\$319		-
2025	\$1,285		-
2026	\$1,194		-
Summary: This lifecycle replacement plan has been established to manage transportation fleet assets to ensure functionality and productivity for the organization. The maintenance and replacement of the assets is planned for optimal lifespan and to limit downtime from fleet breakdown.			
Background: The timely replacement of fleet assets improves the reliability of the vehicles and equipment for the employees to use as part of their work and maintains service levels. <u>2024:</u> Excavator Air compressor Truck with Hydraulic Flat Deck <u>2025:</u> Western Star 5T Tandem Wheel Loaders (2) Snow Blade <u>2026:</u> Street Sweeper Grader Power Washer Ice Breaker Truck with Hydraulic Flat Deck			
Risks: <ul style="list-style-type: none"> • Equipment and vehicle failure putting City employees and others at risk of harm. • Renting fleet while repairs are being completed. • Long wait times for fleet assets if no planned timeline for replacement due to supply chain issues. 			
Stakeholder Impact: <ul style="list-style-type: none"> • Residents: Reliable service delivery. • Administration: Reliable access to equipment and vehicles required for their day-to-day work. 			

Traffic Signal Rehabilitation

Asset Category:	Transportation
Timeline:	Ongoing

	Cost (in thousands of dollars)	Operating Impact (in thousands of dollars)
2024	\$800	-
2025	-	-
2026	\$400	-

Summary:
Replacement of existing traffic signals and controller cabinets and examining the pre-emptive equipment.

Background:
The capital program will upgrade and replace existing technology with new technology and better support EMS.

- 2024:
- Grove Drive/Aspenglen Drive/Millgrove Drive intersection & Grove Drive/Calahoo Road intersection - Replacement of existing controller and cabinet. Reinstallation of existing Autoscope detection equipment and reinstallation of existing pre-emption equipment. Evaluate existing signal timings and update with new if required.
 - King Street/5th Avenue intersection – Modify existing signal to be a Pre-Emption flashing red light when triggered by an emergency vehicle. Removal of existing pedestrian crosswalk. Replace existing controller with new controller and cabinet.
 - Complete grant funding application to Transport Canada ahead of working with CN Rail to complete design for the interconnection of the CN Rail controllers and the Traffic Signal controllers at the Hwy 16A/Campsite Road intersection, Hwy16A/Golden Spike Road intersection, and the Hwy 16A/Century Road intersection.

2025: NIL

- 2026:
- Implementation of recommendations from the Pre-Emption Equipment Asset Inventory and Evaluation.
 - Installation of audibles at intersections to be determined and at locations where residents have made requests. Audibles assist visually impaired individuals in crossing intersections safely.
 - Conduct a study on traffic signals to see if there is technology that can up-grade the functionality and help with traffic flow and can help with pedestrians.

- Risks:**
- City’s old technology becomes incompatible with new technology.

- Stakeholder Impact:**
- Residents: Reliable safety for pedestrians, cyclists and motorists.
 - Administration: Improved traffic signal functionality.

Support to City Centre Area Redevelopment Plan (ARP)

Asset Category:	Parks and Open Spaces, Transportation and Utilities
Timeline:	2021-2030

	Cost (in thousands of dollars)			Operating Impact (in thousands of dollars)
	Parks	Transportation	Utilities	
2024	-	\$2,726	\$1,500	-
2025	-	\$2,000	\$1,500	\$129
2026	-	\$2,000	\$1,500	\$223
2027	-	\$1,500	\$1,500	\$223
2028	-	\$1,800	\$2,900	\$223
2029	-	\$1,800	\$2,900	\$223
2030	-	\$1,800	-	\$223
2031-2033	-	-	-	\$670
Previous Years	\$1,813	\$8,928	\$6,795	\$90
Total	\$1,813	\$22,554	\$18,595	\$2,006
Total	\$42,962			

Summary:

Spruce Grove’s Municipal Development Plan (MDP) identified the City Centre’s revitalization as an important initiative that established the objective of re-invigorating the City Centre as a mixed-use hub of activity with a distinct identity. The City’s MDP specifically identified the need for a City Centre Area Redevelopment Plan (CCARP), which was adopted in April 2020, to guide redevelopment.

Background:

The work to re-vitalize the City Centre is underway and addresses underground infrastructure as well as modernization of surface level. Part of the holistic plan is the revitalization of Columbus Park which was completed in 2022.

Under the asset category of Transportation, the areas of work include:

- 2024: Calahoo, Lanes and McLeod (Queen to Calahoo)
- 2025: Mohr/Queen/McPherson OR Church (East)/Queen/Main
- 2026: Mohr/Queen/McPherson OR Church (East)/Queen/Main
- 2027: Church (West)/Lanes
- 2028: 1st Avenue
- 2029: King Street (16A to Fifth Ave)
- 2030: King Street (Fifth Ave to Brookwood Dr)

Under the asset category of Utilities, the areas of work include:

- 2024: Mohr/McPherson OR Church (East)/Main (Meridian Housing timing)
- 2025: Mohr/McPherson OR Church (East)/Main
- 2026: Church (West)/Lanes
- 2027: 1st Avenue
- 2028: King Street (16A to Fifth Ave)
- 2029: King Street (Fifth Ave to Brookwood Dr)

Appendix B.1: Capital Profiles (2024 & Multi-Year Projects)

Operating Impacts of Capital is the debt principal and interest repayment on the debt taken out to fund some of the utility portion of the project.
Risks: <ul style="list-style-type: none"> • Unexpected situations when the ground is opened up, unknown contamination. • Impact to businesses if there are delays. • Cost overrun due to inflationary pressures.
Stakeholder Impact: <ul style="list-style-type: none"> • Residents: Will benefit from the downtown revitalization; however there is a consequence to other transportation projects in local neighborhoods being delayed. • Businesses: The redevelopment is a priority of the City Centre Business Association.

Arterial Roadways and Hwy 16A Resurfacing

Asset Category:	Transportation	
Timeline:	Ongoing	
	Cost (in thousands of dollars)	Operating Impact (in thousands of dollars)
2024	\$1,010	-
2025	\$1,850	-
2026	\$1,850	-
Summary: Pavement has a finite life before there is a need to replace the total structure. Resurfacing adds years to the life of a pavement structure, if caught at the right time. If the City misses the opportunity to resurface and the road deteriorates then a more expensive option will have to be implemented to bring the road to a safe standard.		
Background: The City's arterial roadways form the backbone of the road network - transporting high volumes of vehicles to residential neighborhoods, commercial developments, recreation destinations and other areas. It is important that the arterial roads, including Highway 16A, are maintained to an appropriate standard to accommodate traffic safely and efficiently. This is an asset management program life cycling for pavement structure in which various treatments are applied to increase the longevity of the pavement. <u>2024:</u> Highway 16A WB – Eastern City limits to Century Road <u>2025:</u> Hwy 16A WB - Century Road to West City Limit <u>2026:</u> Hwy 16A EB - West City Limit to Century Road		
Risks: <ul style="list-style-type: none"> • Roads will continue to deteriorate and reach a point where expensive rebuilding will be needed. • Increased complaints from residents regarding road conditions and damage to their vehicles. 		
Stakeholder Impact: <ul style="list-style-type: none"> • Residents: Reliable road conditions. • Administration: Lower maintenance budget for road repairs. 		

Industrial Watermain and Surface Rehabilitation

Asset Category:	Transportation and Utilities
Timeline:	Ongoing

	Cost (in thousands of dollars)		Operating Impact (in thousands of dollars)
	Transportation	Utilities	
2024	-	\$3,840	\$1
2025	\$1,500	-	-
2026	\$1,260	\$3,180	\$1

Summary:

The City needs to provide a safe and reliable water network for our public. The areas identified for replacement in this program have shown signs of deterioration and are seeing more repairs costs. The work is part of the asset management program of the asset.

2024:

Madison Crescent (Utilities)

2025:

Madison Crescent (Transportation)

2026:

Shep Street and South Avenue (Golden Spike Rd to 2021 limit) (Transportation)

Shep Street and South Avenue (Golden Spike Rd to 2021 limit) (Utilities)

Background:

In recent years, due to groundwater issues impacting the road base and the impact of heavy traffic usage, the industrial area roads have started to deteriorate and are in need of repair. This is most evident in spring when the frost is coming out of the ground. Watermains within these roads were installed in the early 1970s and should be replaced with new watermains prior to road construction as they are nearing the end of their expected life and have shown some evidence of wear. Required repairs to the sanitary sewers in this immediate area would be completed at the same time as the replacement of the watermain. The surface portion of this work is dependent on the completion of the underground portion of the project.

Risks:

- The City could not do the work and would spend more budget on spot repairs and risk the possibility of interrupting water to the area.
- Failure of water delivery and unreliable service to customers and public.
- Costly repairs.
- Impact to businesses and residents.

Stakeholder Impact:

- Residents and businesses: Continued water delivery and reliable service.

Utility New

Water Meters Growth Plan

Asset Category:	Utilities - Water		
Timeline:	Ongoing		
	Cost (in thousands of dollars)	Operating Impact (in thousands of dollars)	
2024	\$350	-	
2025	\$350	-	
2026	\$350	-	
Summary: Water meters are used for new residential, commercial and industrial areas in the City. Every year the utility funds the purchase of water meters to accommodate new growth utility access. This is estimated at 370 residential and 13 commercial/industrial water meters.			
Background: Water meter growth estimates are based on the same growth estimates that inform property tax assessment. City operations installs the meters in residential properties while ticketed plumbers are retained for larger commercial and industrial installations. The cost is recovered as a chargeback to the developer.			
Risks: <ul style="list-style-type: none"> Without water meters acquired, residents and businesses cannot access the City utility services. 			
Stakeholder Impact: <ul style="list-style-type: none"> Residents and businesses: Access to City run utilities. 			

AMI - Real Time Utility Monitoring

Asset Category:	Utilities – Water
Timeline:	2024

	Cost (in thousands of dollars)	Operating Impact (in thousands of dollars)
2024	\$300	-
2025	-	\$59
2026	-	\$59

Summary:

Advanced metering infrastructure (AMI) is an integrated system of smart meters, communications networks, and data management systems that enables staff to remotely collect customer water usage data in real time using two-way communication between water meters and the information management systems.

The existing water meters support this technology. To implement the AMI technology, an estimated six gateways (towers) throughout the city are required to be installed to transmit the meter information. New software would also be required to support the technology.

Background:

Currently water meter reading is performed using a data collector device in a vehicle while the meter technician drives a predetermined route throughout the residential and commercial areas of the city. This process occurs once a month and takes about 8 hours to read all 15,000 meters. During the month, reads are also acquired for properties where residents are moving out for their final utility bill.

Due to the reads only being collected once a month, a leak could potentially go undetected for up to almost an entire month. Administration would notify residents they have a leak either through a door knocker for the larger leaks or a leak notification on their bill. The AMI technology would allow Administration to improve customer service by allowing property owners to be notified much earlier when a leak is flagged by the software.

Risks:

- Procurement delays.

Stakeholder Impact:

- Residents: Water leaks identified quicker
- Administration: Less staff time required to read meters.

Amphibious Machine

Asset Category:	Utilities – Stormwater
Timeline:	2024

	Cost (in thousands of dollars)	Operating Impact (in thousands of dollars)
2024	\$240	-
2025	-	-
2026	-	-

Summary:
 A lightweight amphibious machine would give Public Works - Drainage the capability to achieve current service levels, maintain aging assets, while also reducing manual labour and risk of injury. This machine is also designed to reduce environmental impact allowing staff greater access to sensitive areas throughout the City’s Stormwater Management Facilities (pond) network.

Background:
 The amphibious machine has the ability to:

- Remove unsightly algae blooms;
- Harvest weed growth from the pond bottoms that will die off and create unpleasant odour issues for residents or passers by;
- Remove cattails and cattail mats that are currently choking out the City’s waterways and restricting pond capacity.
- Sediment removal from inlets and outlets that restrict or even block waterflow
- Provide a safer work platform for sediment depth inspections and routine pond inspections
- Dredge forebays
- Speed up and provide a much greater compacity to deal with spill cleanup and monitoring.

The efficiencies and capabilities this piece of equipment creates not only gives the City the ability to perform tasks that staff would otherwise not be capable of completing but more importantly allows staff to complete the maintenance safely and efficiently. Time saved also enables staff to complete other drainage system maintenance, repair, and inspections.

Risks:

- Damage to environmentally sensitive areas when using other equipment not designed for the task.

Stakeholder Impact:

- Residents: Improved service levels
- Administration: Increased efficiency to address maintenance issues with the Stormwater Management Facilities within the city, requiring less labour and allow the City to do more in maintenance.

Re-imagined Central Park

Asset Category:	Parks and Open Spaces
Timeline:	2023-2025

	Cost (in thousands of dollars)		Operating Impact (in thousands of dollars)
	Parks	Utilities	
2024	\$5,921	\$235	\$249
2025	\$880	-	\$249
2026	-	-	\$249
Previous Years	\$400	-	-
Total		\$7,436	

Summary:

Central Park remains a highly valued outdoor area in the community. The location along current inventory of system elements renders the location as a premier outdoor spontaneous use destination. The development plan proposes an overall site refreshment along with a scale of redevelopment thereby ensuring the site continues to meet community needs for all ages, interests and ability levels.

Background:

The following is an overview of existing and proposed (new or retrofitted) amenities that are recommended for Central Park:

- New skate park (includes expansion and retrofit to existing space), playground and picnic area
- Fitness area
- Electronic events board sign
- Pump track and
- other park user and functionality enhancements.

The initiative would include both internal and external consultation exercises to address questions such as desired program elements and seasonal expectations.

On occasion the greater Central Park area has been viewed as a location associated with negative behavior. Through consultation and study it has been determined that through a combination of site redesign along with the addition of various spontaneous elements that this negative behavior will be displaced and subsequently Central Park will grow in reputation as a safe/community friendly spontaneous outdoor destination location. It is also a key hosting site for many City and community-led special events as well as programming for youth. The re-configuring and enhancement of existing features in the park will be identified to address multi-use and multi-season opportunities, including strategies to address safety concerns.

Risks:

- Water and ground considerations and requirements to complete construction.
- Public backlash with restricted park access due to (de)construction.
- Rising costs for supplies and materials required to complete construction.

Stakeholder Impact:

- Resident engagement will drive the input into stakeholder impact.
- Access to the skate park for the summer of 2024.
- Access to the overall park during (de)construction.
- Improved functionality and safety of the site.

Pickup Truck for Stormwater Operator

Asset Category:	Utilities – Stormwater
Timeline:	2024

	Cost (in thousands of dollars)	Operating Impact (in thousands of dollars)
2024	\$75	-
2025	-	-
2026	-	-

<p>Summary: The purchase of pickup truck for a new Stormwater Operator position is required.</p>
<p>Background: Stormwater (Drainage) has submitted a business case for a new Stormwater Operator in 2024. This position will require a pickup truck to enable staff to access work sites around the city.</p>
<p>Risks:</p> <ul style="list-style-type: none"> • Availability of vehicle for purchase due to supply chain issues.
<p>Stakeholder Impact:</p> <ul style="list-style-type: none"> • Residents: The public will see the benefits of the maintenance work as we are able to do more with increased efficiency at our Stormwater Management Facilities

Utility RMR

Industrial Watermain and Surface Rehabilitation

Asset Category:	Transportation and Utilities		
Timeline:	Ongoing		
	Cost (in thousands of dollars)		Operating Impact (in thousands of dollars)
	Transportation	Utilities	
2024	-	\$3,840	\$1
2025	\$1,500	-	-
2026	\$1,260	\$3,180	\$1
Summary:			
<p>The City needs to provide a safe and reliable water network for our public. The areas identified for replacement in this program have shown signs of deterioration and are seeing more repairs costs. The work is part of the asset management program of the asset.</p> <p><u>2024:</u> Madison Crescent (Utilities)</p> <p><u>2025:</u> Madison Crescent (Transportation)</p> <p><u>2026:</u> Shep Street and South Avenue (Golden Spike Rd to 2021 limit) (Transportation) Shep Street and South Avenue (Golden Spike Rd to 2021 limit) (Utilities)</p>			
Background:			
<p>In recent years, due to groundwater issues impacting the road base and the impact of heavy traffic usage, the industrial area roads have started to deteriorate and are in need of repair. This is most evident in spring when the frost is coming out of the ground. Watermains within these roads were installed in the early 1970s and should be replaced with new watermains prior to road construction as they are nearing the end of their expected life and have shown some evidence of wear. Required repairs to the sanitary sewers in this immediate area would be completed at the same time as the replacement of the watermain. The surface portion of this work is dependent on the completion of the underground portion of the project.</p>			
Risks:			
<ul style="list-style-type: none"> • The City could not do the work and would spend more budget on spot repairs and risk the possibility of interrupting water to the area. • Failure of water delivery and unreliable service to customers and public. • Costly repairs. • Impact to businesses and residents. 			
Stakeholder Impact:			
<ul style="list-style-type: none"> • Residents and businesses: Continued water delivery and reliable service. 			

Support to City Centre Area Redevelopment Plan (ARP)

Asset Category:	Parks and Open Spaces, Transportation and Utilities
Timeline:	2021-2029

	Cost (in thousands of dollars)			Operating Impact (in thousands of dollars)
	Parks	Transportation	Utilities	
2024	-	\$2,726	\$1,500	-
2025	-	\$2,000	\$1,500	\$129
2026	-	\$2,000	\$1,500	\$223
2027	-	\$1,500	\$1,500	\$223
2028	-	\$1,800	\$2,900	\$223
2029	-	\$1,800	\$2,900	\$223
2030	-	\$1,800	-	\$223
2031-2033	-	-	-	\$670
Previous Years	\$1,813	\$8,928	\$6,795	\$90
Total	\$1,813	\$22,554	\$18,595	\$2,004
Total	\$42,962			

Summary:

Spruce Grove’s Municipal Development Plan (MDP) identified the City Centre’s revitalization as an important initiative that established the objective of re-invigorating the City Centre as a mixed-use hub of activity with a distinct identity. The City’s MDP specifically identified the need for a City Centre Area Redevelopment Plan (CCARP), which was adopted in April 2020, to guide redevelopment.

Background:

The work to re-vitalize the City Centre is underway and addresses underground infrastructure as well as modernization of surface level. Part of the holistic plan is the revitalization of Columbus Park which was completed in 2022.

Under the asset category of Transportation, the areas of work include:

- 2024: Calahoo, Lanes and McLeod (Queen to Calahoo)
- 2025: Mohr/Queen/McPherson OR Church (East)/Queen/Main
- 2026: Mohr/Queen/McPherson OR Church (East)/Queen/Main
- 2027: Church (West)/Lanes
- 2028: 1st Avenue
- 2029: King Street (16A to Fifth Ave)
- 2030: King Street (Fifth Ave to Brookwood Dr)

Under the asset category of Utilities, the areas of work include:

- 2024: Mohr/McPherson OR Church (East)/Main (Meridian Housing timing)
- 2025: Mohr/McPherson OR Church (East)/Main
- 2026: Church (West)/Lanes
- 2027: 1st Avenue
- 2028: King Street (16A to Fifth Ave)
- 2029: King Street (Fifth Ave to Brookwood Dr)

Appendix B.1: Capital Profiles (2024 & Multi-Year Projects)

Operating Impacts of Capital is the debt principal and interest repayment on the debt taken out to fund some of the utility portion of the project.
Risks: <ul style="list-style-type: none"> • Unexpected situations when the ground is opened up, unknown contamination. • Impact to businesses if there are delays. • Cost overrun due to inflationary pressures.
Stakeholder Impact: <ul style="list-style-type: none"> • Residents: Will benefit from the downtown revitalization; however there is a consequence to other transportation projects in local neighborhoods being delayed. • Businesses: The redevelopment is a priority of the City Centre Business Association.

Water Meter Lifecycle Replacement Program

Asset Category:	Utilities - Water	
Timeline:	Ongoing	
	Cost (in thousands of dollars)	Operating Impact (in thousands of dollars)
2024	\$310	-
2025	\$310	-
2026	\$310	-
Summary: The lifecycle replacement plan has been established to manage assets to ensure functionality and productivity for the organization. The maintenance and replacement of the assets is planned for optimal lifespan and to limit downtime from equipment failure.		
Background: The water meters identified in the plan have a specific lifespan and as technology improves, the replacement of the equipment improves the reliability of services. With up-to-date equipment there is less likelihood of failure and loss of revenue with inaccurate or no readings taken.		
Risks: <ul style="list-style-type: none"> • With older equipment that is past its lifespan, there is risk of inaccurate readings, equipment failure and no readings available. • Revenue loss due to readings not taken or inaccurate. 		
Stakeholder Impact: <ul style="list-style-type: none"> • Residents: Improved service delivery, reliable readings and billing. • Administration: Reliable meter readings and limits downtime from equipment failure. 		

Water Reservoir - Fill Point Facility

Asset Category:	Utilities - Water
Timeline:	2023-2024

	Cost (in thousands of dollars)	Operating Impact (in thousands of dollars)
2024	\$2,200	-
2025	-	-
2026	-	-
Previous Years	\$287	-
Total	\$2,487	

Summary:

The City has completed a review of the age and life cycle of some of the City's water reservoirs. It has been determined that reservoir #1 in the south side of the city is nearing the end of its life. This reservoir is the fill spot from the water commission that supplies the City with their potable water. The water commission is also upgrading the water lines that supply the water to the reservoirs and the City needs to move the water fill point from Reservoir #1 to flow into Reservoir #2 and #3.

A new fill point for the reservoir will be built in 2024 in conjunction with the Water Commission project that is happening in the same location. Design is under way and will be completed by early 2024. Both the City's project and the Water Commission's project will be completed at the same time so the City will not see an interruption of our Water supply. In 2027 the decommissioning phase of reservoir #1 will take place.

2024: Construction of New Fill Station

2025: NIL

2026: NIL

Background:

The City has a responsibility to ensure the Public receives potable water and that the reservoirs are safe and functioning. It has been determined that reservoir #1 is at the end of its life and the work required to extend it is cost prohibitive considering the number of years gained for production.

Risks:

- Inaccessible water fill station for the residents.
- Unknown condition of the reservoir that could fail sooner than planned.

Stakeholder Impact:

- Residents: Clean and safe water available

Storm Rehabilitation: Catch Basins

Asset Category:	Utilities - Stormwater
Timeline:	Ongoing

	Cost (in thousands of dollars)	Operating Impact (in thousands of dollars)
2024	\$450	-
2025	\$450	\$39
2026	\$500	\$39
2027-2033	-	\$271

Summary:

The catch basin system is connected to the storm lines within the City’s underground infrastructure. The catch basins require maintenance and replacement as they age and/or fail and are replaced on an as need basis. There is no set lifespan for catch basins.

Background:

The City has a network of catch basins/storm drains that are used to redirect water from streets to prevent flooding. Catch basins collect snow melt or rainwater and direct the water runoff into the storm lines. Catch basins can collect sediments and large debris that can be found in runoff, which prevents storm system overload. There is no planned area of maintenance, the work is reactive to the conditions after snow melt or when storms have gone through the area.

Risks:

- Backup of water on roadways, which can lead to traffic problems and/or road failure when the backup water erodes the materials around the catch basin.
- Public Works maintenance budget would need to be increased to deal with the repairs to the drain and the deteriorating roads materials from water sitting on the surface/seeping under the material.

Stakeholder Impact:

- Residents: Reliable road conditions and less traffic delays.
- Administration: Maintained catch basin network.

Storm Rehabilitation: Stormwater Management Facilities (Ponds)

Asset Category:	Utilities - Stormwater
Timeline:	Ongoing

	Cost (in thousands of dollars)	Operating Impact (in thousands of dollars)
2024	\$800	-
2025	\$200	\$69
2026	\$250	\$69

Summary:

The City completed a Pond Assessment Study of all the ponds within the City limits and it identified work required to bring the ponds to full operating condition. The ponds have not had any work performed on them since they have been constructed and maintenance has been identified to clean them out and replace/fix the inlets and outlets to restore them back to full operating condition.

2024: Pond 15/39 - Harvest Ridge Ponds

2025: Pond 4 - Fairway Park Pond and Pond 57 - Tim Hortons Pond

2026: Pond 27 - Spruce Ridge Pond

Background:

Storm ponds are a critical factor in the operating efficiency of the overall storm water network. Ensuring they are properly maintained ensures that the City reduces the risk of flooding, and damage to property. Properly operating ponds also ensure higher water quality when entering the environment.

Risks:

- Contamination and harm to the environment.
- Unknown condition of the pond that could be more costly to repair.
- Increased risk of damage to City owned and private property.

Stakeholder Impact:

- Residents: Effective stormwater drainage system.

Fleet (Vehicles & Equipment) Lifecycle Replacement Plan

Asset Category:	Utilities- Water, Sanitary Sewer, Stormwater and Solid Waste
Timeline:	Ongoing

	Cost (in thousands of dollars)				Operating Impact (in thousands of dollars)
	Water	Sanitary Sewer	Stormwater	Solid Waste	
2024	\$151	\$539	\$454	\$89	-
2025	\$83	\$83	-	\$60	-
2026	\$37	\$37	-	-	-
Total	\$271	\$659	\$454	\$149	-
Total	\$1,533				

Summary:

A lifecycle replacement plan has been established to manage transportation fleet assets to ensure functionality and productivity for the organization. The maintenance and replacement of the assets is planned for optimal lifespan and to limit downtime from fleet breakdown.

2024:

Tandem Flusher - Water (10%), Sanitary Sewer (60%), Stormwater (30%)
 Backhoe – Water (20%), Sanitary Sewer (20%), Stormwater (60%)
 Truck with Hydraulic Flat Deck – Solid Waste (100%)

2025:

¾ Ton Truck (2) – Water (50%), Sanitary Sewer (50%)
 ½ Ton Truck – Solid Waste (100%)

2026:

¾ Ton Truck – Water (50%), Sanitary Sewer (50%)

Background:

The timely replacement of fleet assets improves the reliability of the vehicles and equipment for the employees to use as part of their work and maintains service levels.

Risks:

- Equipment and vehicle failure putting City employees and others at harm.
- Renting fleet while repairs are being completed.
- Long wait times for fleet assets if no planned timeline for replacement due to stock shortage.

Stakeholder Impact:

- Residents: Reliable service delivery.
- Administration: Reliable access to equipment and vehicles required for their day-to-day work.

Appendix B.2: Capital Profiles (2025 & 2026)

In this appendix, capital profiles have been provided for all new and lifecycle capital projects with costs in beginning in 2025 and 2026 for information.

Where applicable, the operating impacts of the projects have been included in the capital profiles. Those costs can include principal repayment and interest on long term debt, contracted and general services, and materials, goods and supplies.

Category	Capital Profile Name	Capital Costs (\$000)		
		2024 Interim	2025 Planned	2026 Planned
Municipal New - Community Facilities	Vehicle for Electrician Position	-	-	\$105
	Vehicle for Plumber/Gasfitter Position	-	-	\$76
Municipal New - Parks and Open Spaces	Jubilee Park – Install Electrical Power for Stage Area	-	-	\$100
	Scattering Gardens - Pioneer Cemetery	-	-	\$100
	Portable Event Stage	-	-	\$210
	Small Utility Vehicle	-	-	\$23
	Vehicle for New Parks Operator Position	-	-	\$60
Municipal New - Transportation	Snow and Ice Removal Equipment	-	\$810	-
	Paviject MG7 Skid Steer Attachment	-	-	\$60
	F550 With Dump Box	-	\$105	-
Municipal RMR - Parks and Open Spaces	Pedestrian Walkways Rehabilitation	-	\$200	-
Municipal RMR - Public Transit	Fleet (Vehicles & Equipment) Lifecycle Replacement Plan	-	\$239	\$462
Municipal RMR - Transportation	Road Rehabilitation Program	-	-	\$2,020
	Collector/Local Roadway/ Lane Resurfacing	-	\$1,800	-
Utility New	Hydro Vac Drying Pad Facility	-	\$375	-
	Pickup Truck Water/Sanitary Maintenance Operator	-	\$75	-
	Compact Excavator and Trailer	-	-	\$200
Utility RMR	Water Rehabilitation Program	-	\$3,643	-
	Pressure Reducing Valves	-● -●	\$425● \$275●	-● -●
Developer New - Municipal	New Growth Parks	-	-	\$97
Developer New - Utilities	Pressure Reducing Valves	-● -●	\$425● \$275●	-● -●

Legend:

● = utility costs ● = developer costs

Municipal New - Community Facilities

Vehicle for Electrician Position

Asset Category:	Community Facilities	
Timeline:	2026	
	Cost (in thousands of dollars)	Operating Impact (in thousands of dollars)
2024	-	-
2025	-	-
2026	\$105	-
Previous Years	-	-
Total	\$105	

Summary:

An electric transit van for an Electrician position proposed for 2026 is required.

Background:

As the facilities portfolio continues to grow, the need for specialized trades increases. This vehicle is dependent on the 2026 Business Case for the Facilities Operations Trade - Electrician.

Risks:

- There are risks with availability of vehicles or delays to delivery.

Stakeholder Impact:

- Residents: Electrical assets will be managed to ensure maximum expected life
- Administration: Staff able to perform maintenance and repair functions for City Facilities in an efficient manner which provides better working conditions for all staff

Vehicle for Plumber/Gasfitter Position

Asset Category:	Community Facilities
Timeline:	2026

	Cost (in thousands of dollars)	Operating Impact (in thousands of dollars)
2024	-	-
2025	-	-
2026	\$76	-
Previous Years	-	-
Total	\$76	

Summary:

A new vehicle for an existing Plumber/Gasfitter position is required.

Background:

A Plumber/Gasfitter was hired without a vehicle. Administration has been able to provide this position with a vehicle by extending the life of an asset that was set to be retired. This vehicle is anticipated to last until the end of 2025. The existing canopy could be used on the new vehicle.

Risks:

- There are risks with availability of vehicles or delays to delivery.

Stakeholder Impact:

- Residents: Reliable maintenance and repairs to City Facilities
- Administration: Staff able to perform maintenance and repair functions for City Facilities in an efficient manner which provides better working conditions for all staff.

Municipal New - Parks and Open Spaces

Jubilee Park – Install Electrical Power for Stage Area

Asset Category:	Parks and Open Spaces	
Timeline:	2026	
	Cost (in thousands of dollars)	Operating Impact (in thousands of dollars)
2024	-	-
2025	-	-
2026	\$100	\$5
Previous Years	-	-
Total	\$100	

Summary:

Jubilee Park is recognized as the City's premier outdoor park attraction. Opportunity is presented to grow and expand Jubilee Park as a year-round outdoor destination location for spontaneous activity. The Jubilee Park Master Plan outlined recommendations for additional elements that were to be completed over a ten-year timeframe. The focus of this work is to install electrical power to the stage area to support various events.

Background:

This premier park and festival/event site continues to experience high use. Ongoing development of support amenities and park features, as identified in the Jubilee Park Master Plan is required to continue to maintain service and functionality as well as identify new opportunities for the community's quality of life. Community needs (sport and spontaneous use) including changes to sport standards and requirements.

Risks:

- Events may be negatively impacted without a stable, permanent power source.

Stakeholder Impact:

- Residents: Nearby residents, park users and community-led event hosts may realize enhanced opportunities at the park.
- Administration: Use of the park may increase, which will also increase the need for ongoing maintenance and repair.

Scattering Gardens - Pioneer Cemetery

Asset Category:	Parks and Open Spaces
Timeline:	2026

	Cost (in thousands of dollars)	Operating Impact (in thousands of dollars)
2024	-	-
2025	-	-
2026	\$100	-
Previous Years	-	-
Total	\$100	

Summary:

This project will create a scattering garden within the Pioneer Cemetery to provide a cost-effective alternative for the disposition of cremated remains and the memorialization of a loved one in a site that allows for ongoing visitation.

Due to aesthetic and operational concerns there are no plans to continue to develop 2ft. by 2ft. ash plots, so a scattering garden would provide a lower cost (\$250.00-\$350.00) alternative for those who choose not to purchase a columbarium niche due to the cost or a full-size plot that may exceed their needs.

Background:

It is important to manage the long-term use of available space in Pioneer Cemetery to ensure the asset continues to meet community needs in the future. As Spruce Grove's population continues to increase it is assumed the use of the City's public non-denominational cemetery will also increase accordingly.

A scattering garden is a designated area in a cemetery where cremated remains are meant to be scattered. There is usually a wall or scroll with the names and dates of the individuals whose remains have been scattered there. Families often choose to scatter a portion of their loved one's remains in a cemetery scattering garden even if their loved one wished to be scattered in a personally meaningful location, like an ocean or forest. That way, the scattering garden gives the family a permanent and accessible place to remember, reflect and share with future generations.

Risks:

- Weather conditions during the construction stage of the project.
- Cost uncertainties; realizing good value for money.

Stakeholder Impact:

- Residents: The community will have access to a reasonably priced service locally, and local funeral service providers will be able to market an additional service to families.
- Administration: Public Works staff will have an additional product to provide to the community.

Portable Event Stage

Asset Category:	Parks and Open Spaces
Timeline:	2026

	Cost (in thousands of dollars)	Operating Impact (in thousands of dollars)
2024	-	-
2025	-	-
2026	\$210	-
Previous Years	-	-
Total	\$210	

Summary:
 Annually a large stage is rented and required for Canada Day and other large special events. With a strategic direction to host more community events, a portable event stage would provide opportunities to host these events in a more responsive and comprehensive way. In addition, the stage would also be available for use by other community-led events for a fee.

Background:
 A portable event stage is required to support an increased focus on community events, both City and community-led. The ability to use the stage at other special events will still provide opportunity to save costs on stage rentals and support other community events.

The City has been experiencing an increased cost for rental of equipment and there has been a decreased availability of stages to rent. As well, rentals can require long-pre-booking times, which limits the ability to respond to multiple and spontaneous events. Purchasing a portable event stage is cost effective and enables the city to more effectively host community events and support community - led events.

Risks:

- Availability of the equipment.

Stakeholder Impact:

- Residents: Benefit to local community groups and organizations as an option for event hosting.
- Administration: Increased flexibility and opportunity to host City-Led events both inside the Civic Centre and within the parks system.
- Administration: Rent revenue to offset operating and maintenance costs.

Small Utility Vehicle

Asset Category:	Parks and Open Spaces
Timeline:	2025

	Cost (in thousands of dollars)	Operating Impact (in thousands of dollars)
2024	-	-
2025	-	-
2026	\$23	-
Previous Years	-	-
Total	\$23	

Summary:

This project is to purchase an additional utility vehicle (Gator) for use in annual summer maintenance programs in Parks & Open Spaces operations.

Background:

Public Works has increased summer temporary staffing levels to meet maintenance requirements of a growing city and there is a need to provide transportation for staff. Small utility vehicles are often used for off road access as they are more economical and more effective than pickup trucks for many tasks.

Risks:

- Costs for vehicles and equipment have been subject to regular increases.
- Availabilities and delivery times may be uncertain.

Stakeholder Impact:

- Residents: Residents and other park users will benefit from the delivery of timely maintenance services that support their use and enjoyment of City parks and open spaces.

Vehicle for New Parks Operator Position

Asset Category:	Parks and Open Spaces
Timeline:	2026

	Cost (in thousands of dollars)	Operating Impact (in thousands of dollars)
2024	-	-
2025	-	-
2026	\$60	-
Previous Years	-	-
Total	\$60	

Summary:
A new pick-up is required for the proposed new Parks Operator in 2026.

Background:
Each year new inventory is handed over to for ongoing maintenance. This includes Parks, trails, garbage collection, and many more bus stops. As a result our need for additional year round vehicles has increased to meet these demands. With additional bus stops and the new Civic Centre coming on plus new trails and additional waste containers, the City staff will need to travel throughout the City ensuring these extra services are covered. This vehicle is dependent on the 2026 Business Case for the new Parks Operator position.

Risks:

- Procurement delays

Stakeholder Impact:

- Council: Council and the City will field less enquiries when service levels are maintained.
- Residents: Residents and facility users will have safer walkways and bus stops in the winter, plus service delivery year-round will be improved.
- Administration: Staff will be able to get to more sites in a timely manner and ensure service level requirements.

Municipal New - Transportation

Snow and Ice Removal Equipment

Asset Category:	Transportation	
Timeline:	2025	
	Cost (in thousands of dollars)	Operating Impact (in thousands of dollars)
2024	-	-
2025	\$810	\$95
2026	-	\$95
Previous Years	-	-
Total	\$810	

Summary:

This project includes the procurement of additional equipment for snow and ice control operations.

Background:

As the City grows there are more roads to clear in the winter and additional equipment will be required to maintain current service levels into the future. This is particularly true for residential street snow removal where the time it takes to complete one entire cycle through the City continues to increase as new local roads are built. A process that could previously be completed within two weeks is now taking 3 or more weeks. This delay in servicing may be perceived as a lower service level to residents on the end of the route, but it also exposes residents to more delays due to additional snow fall or other weather events during the 3 week clearing window that would require resources to be focused on higher priority roads.

Risks:

- Increasing equipment costs due to inflation or delays in manufacturing that would affect delivery times.

Stakeholder Impact:

- Residents: Service levels are maintained even when roadway inventory increases.
- Administration: Additional equipment and staff for winter snow removal should allow Administration to provide key snow removal services in a reasonable timeframe and maintain the service level that residents are accustomed to despite increased roadway inventories.

Paviject MG7 Skid Steer Attachment

Asset Category:	Transportation
Timeline:	2026

	Cost (in thousands of dollars)	Operating Impact (in thousands of dollars)
2024	-	-
2025	-	-
2026	\$60	-
Previous Years	-	-
Total	\$60	

Summary:
 This profile is for the procurement of a new MG 7 Mini Paver which would mount on to an existing skid steer.
 With the pathway and trail system condition assessment that is being conducted, this machine will enable the City to do its own repairs and improvements that will be needed to ensure the residents may continue to have a meaningful social opportunity to meet up with neighbours.

Background:
 As the City grows, there are more roads and alleys to maintain and additional equipment is required to maintain current service levels. This equipment will increase efficiency and reduce manual labour and risk of injury.

Risks:

- Costs for vehicles and equipment have been subject to regular increases.
- Availabilities and delivery times are often uncertain.

Stakeholder Impact:

- Residents: Residents and other users will benefit from the delivery of timely maintenance services that support their use and enjoyment of City roadways.

F550 With Dump Box

Asset Category:	Transportation
Timeline:	2025

	Cost (in thousands of dollars)	Operating Impact (in thousands of dollars)
2024	-	-
2025	\$105	-
2026	-	-
Previous Years	-	-
Total	\$105	

Summary:

This project is to purchase an F-550 dump box for use in maintenance programs in roads operations.

Background:

With the increased staffing levels to meet maintenance requirements of a growing city, there is a need for additional trucks to assist with the workload.

Risks:

- Costs for vehicles have been subject to regular increases.
- Availabilities and delivery times are often uncertain.

Stakeholder Impact:

- Residents: Additional equipment will help maintain the service level that residents are accustomed to despite increased roadway inventories.

Municipal RMR - Parks and Open Spaces

Pedestrian Walkways Rehabilitation

Asset Category:	Parks and Open Spaces	
Timeline:	Ongoing	
	Cost (in thousands of dollars)	Operating Impact (in thousands of dollars)
2024	-	-
2025	\$200	-
2026	-	-
Summary:		
<p>This project constructs trails and sidewalks to areas of the City that do not have continuous access. It is also used for the construction of additional sidewalks to assist public access to crosswalks and other sidewalks.</p>		
Background:		
<p>The areas are not predetermined. Assessments are completed prior to completing rehab work.</p> <p><u>Potential areas for future consideration:</u></p> <p>McLeod ave - West Sobey's access, east to Nelson Drive round-about McLeod Ave - Nelson round-about to existing bus stop near mall Hillsgate Drive - Grove Drive to Haney Landing East side of Jubilee Park entrance from Grove Drive to parking lot Jennifer Heil Way - east and west sides from Dalton link to grove drive. east is the priority. Spruce Ridge Road/Spring Gate/ Tri Leisure Way - delineate the walkway Highway 16a and Century Road - no existing sidewalk, lack of available space/grade concerns/high pressure line Century Road - down to the Campground (future consideration - urban upgrades) Jennifer Heil Way and Nelson Drive/Tri-Leisure - to connect the path to the south-east side Calahoo Road to Mohr Avenue - upgrades - possibility to complete with the work in the City Centre Century Road and Kings Link - median upgrades 2025 Walmart and RCMP</p>		
Risks:		
<ul style="list-style-type: none"> Conducting walkway rehabilitation every other year may cause a backlog of work that will need to be completed. 		
Stakeholder Impact:		
<ul style="list-style-type: none"> Residents: Improved accessibility. 		

Municipal RMR - Public Transit

Fleet (Vehicles & Equipment) Lifecycle Replacement Plan

Asset Category:	Public Transit	
Timeline:	Ongoing	
	Cost (in thousands of dollars)	Operating Impact (in thousands of dollars)
2024	-	-
2025	\$239	-
2026	\$462	-
Summary: This lifecycle replacement plan has been established to manage public transit assets to ensure functionality and productivity for the organization. The maintenance and replacement of the assets is planned for optimal lifespan and to limit downtime from vehicle failure.		
Background: The equipment identified in the plan has a specific lifespan, as the buses age, there is increased wear on them which can result in an increase in downtime for repairs. The timely replacement of the buses improves the reliability of the bus service that the residents are accustomed to. <u>2024:</u> NIL <u>2025:</u> Buses mid-life refurbishments (2) <u>2026:</u> Passenger van replacement and Buses mid-life refurbishments (2)		
Risks: <ul style="list-style-type: none"> • Bus failure putting other motorists and/or City employees in harm. • Renting buses while repairs are being completed. • Long wait times for vehicles if no planned timeline for replacement due to supply chain issues. 		
Stakeholder Impact: <ul style="list-style-type: none"> • Residents: Reliable service delivery. 		

Municipal RMR - Transportation

Road Rehabilitation Program

Asset Category:	Transportation	
Timeline:	Ongoing	
	Cost (in thousands of dollars)	Operating Impact (in thousands of dollars)
2024	-	-
2025	-	-
2026	\$2,020	-
Summary: The City is responsible for providing a safe and reliable road network to the public. While roads can last numerous years, maintenance may require major rehab work or replacement for the road to remain safe and efficient.		
Background: Work is planned to follow the water rehab work. From 2024-2025 the program is suspended to support the City Centre Area redevelopment. <u>2024:</u> NIL <u>2025:</u> NIL <u>2026:</u> Grove Meadows		
Risks: <ul style="list-style-type: none"> • Cost of materials and contracts at the time may limit scope of work. • Further road deterioration while the program is suspended. 		
Stakeholder Impact: <ul style="list-style-type: none"> • Residents: Reliable and safe roads for pedestrians, cyclists, and motorists. 		

Collector/Local Roadway/ Lane Resurfacing

Asset Category:	Transportation
Timeline:	Ongoing

	Cost (in thousands of dollars)	Operating Impact (in thousands of dollars)
2024	-	-
2025	\$1,800	-
2026	-	-

Summary:

Pavement has a finite life before there is a need to replace the total structure. Resurfacing adds years to the life of a pavement structure, if caught at the right time. If the City misses the opportunity to re-surface and the road deteriorates then the more expensive option will have to be implemented to bring the road to a safe standard.

Background:

The City's pavement management application assesses each road segment in Spruce Grove and attaches a pavement quality index number (PQI) to each road segment. Over the past at least 15 years, typically the roads that have been rehabilitated, have been local roads that had water/sewer work completed the previous year. This has led to a greater volume of other local and collector roads not being rehabilitated and being in need of improvements. This proposed program of rehabilitating local roads/collector roads/lanes will allow for the roads in need of improvement and not subject to watermain/sanitary sewer work prior to surface work, to be rehabilitated. This will allow for the local road/collector roads/lanes to be kept to a more acceptable pavement quality index level.

2024: NIL

2025: Field Stone

2026: NIL

Risks:

- Roads will continue to deteriorate and reach a point where expensive rebuilding will be needed.
- Increased complaints from residents regarding road conditions and damage to their vehicles.

Stakeholder Impact:

- Residents: Reliable road conditions.
- Administration: Lower maintenance budget for road repairs.

Utility New

Hydro Vac Drying Pad Facility

Asset Category:	Utilities – Water, Sanitary Sewer and Stormwater	
Timeline:	2025	
	Cost (in thousands of dollars)	Operating Impact (in thousands of dollars)
2024	-	-
2025	\$375	\$2
2026	-	\$4
Summary:		
<p>Changes in the provincial requirements regarding the handling of hydro vac waste have prompted an investigation into installing and operating a hydro vac drying bed to mitigate environmental risks, liabilities and costs associated with management of the waste materials. Hydro vac waste is the common term used for the slurry waste created in the completion of hydro vac excavation work. The resulting slurry that is created is generally comprised of about 60 per cent liquid and 40 per cent solid material which necessitates that the slurry be treated at a unique waste facility that is capable of separating the solid from the liquid.</p> <p>The hydro vac drying pad facility will be a shared utilities asset as follows: Water – 20% Sanitary Sewer - 15% Stormwater – 65%</p>		
Background:		
<p>The City, as a generator of a waste (as the owner of the land being hydro excavated and/or the proponent for the hydro vac activity) by way of the hydro vac activity, is responsible to ensure that the waste generated is characterized, classified and managed in accordance with the Province of Alberta Environmental Protection and Enhancement Act and Waste Control Regulation (Alberta Regulation 192/1996). The City hydro vac drying bed facility must be operated as an uncontaminated site.</p> <p>While there are local privately operated licensed hydro vac slurry handling and disposal facilities, the operational logistics and associated costs for disposal are considered prohibitive.</p> <p>Currently the City uses one owned hydro vac truck and another one that is contracted.</p>		
Risks:		
<ul style="list-style-type: none"> • Outdoor project work is subject to weather delays. • Project costs are currently estimated so there is a risk that proposals could exceed planned contingencies. 		
Stakeholder Impact:		
<ul style="list-style-type: none"> • Residents: Continuity of service • Administration: Meet environmental requirements, and operational effectiveness. 		

Pickup Truck Water/Sanitary Maintenance Operator

Asset Category:	Utilities – Water and Sanitary Sewer
Timeline:	2025

	Cost (in thousands of dollars)	Operating Impact (in thousands of dollars)
2024	-	-
2025	\$75	-
2026	-	-

Summary:

The purchase of pickup truck for a proposed new Utilities Maintenance Worker position in 2025 is required.

The pickup truck will be a shared utilities asset as follows:

Water – 50%

Sanitary Sewer – 50%

Background:

Utilities has proposed a business case for a new Maintenance Worker in 2025. This truck is needed to transport staff and equipment to address various operations and maintenance activities in all locations in the City. The ability to provide timely effective services ensures maintenance and compliance with regulatory agency requirements. Water quality monitoring, distribution system routine maintenance, wastewater collection infrastructure inspection and maintenance activity amongst other operations are affected by ability to move among various locations.

Risks:

- The dynamic nature of water and sanitary sewer operations and infrastructure, requires an ability to respond on short notice and requires diligent maintenance to reduce emergency response needs.
- Lower maintenance activities will generally result in higher numbers of reactive response to issues that could have been proactively addressed.

Stakeholder Impact:

- Residents: The customers of our Utilities systems will experience fewer incidents that will negatively impact their well being and comforts
- Administration: Utilities operations personnel will be able to proactively address operational needs.

Compact Excavator and Trailer

Asset Category:	Utilities – Stormwater
Timeline:	2026

	Cost (in thousands of dollars)	Operating Impact (in thousands of dollars)
2024	-	-
2025	-	-
2026	\$200	-

Summary:

A compact excavator and trailer are required tools to support program and service delivery. Past practice involved renting the equipment which is now proving challenging with lack of availability and cost increases. This is having a negative impact on service levels.

City owned equipment enables efficient and effective service delivery.

Background:

This excavator is required to complete our current work plans (open ditching, culvert replacement and vegetation removal) and maintain service levels, while reducing manual labour and risk of injury.

Renting the equipment is now proving challenging with lack availability and cost increases. This has a negative impact on program and service delivery.

Risks:

- Availability of equipment for purchase due to supply chain issues.
- Administration will not be able to conduct repairs and maintenance if equipment not purchased and if rental equipment is not available.

Stakeholder Impact:

- Residents: The public will see the benefits of the maintenance work as the City is able to do more and work efficiently.

Utility RMR

Water Rehabilitation Program

Asset Category:	Utilities - Water	
Timeline:	Ongoing	
	Cost (in thousands of dollars)	Operating Impact (in thousands of dollars)
2024	-	-
2025	\$3,643	-
2026	-	-
Summary:		
<p>The Water Rehabilitation Program rehabilitates old or failing water lines ensuring an operational capacity that makes them reliable and efficient.</p> <p>This asset management work reduces the cost associated with constant repairs.</p>		
Background:		
<p>While underground water systems can last numerous years, major rehabilitation work or replacement of the water lines may be required to remain maintain efficient and reliable.</p>		
Risks:		
<ul style="list-style-type: none"> • Costly repairs and more resources may be required to keep the system operational. • Public could see more water interruptions. 		
Stakeholder Impact:		
<ul style="list-style-type: none"> • Residents: Reliable water delivery to residents and businesses. • Administration: Less instances of water line failure. 		

Pressure Reducing Valves

Asset Category:	Developer and Utilities
Timeline:	2025

	Cost (in thousands of dollars)		Operating Impact (in thousands of dollars)
	Developer	Utilities	
2024	-	-	-
2025	\$425	\$275	-
2026	-	-	-
Previous Years	\$1,200		-
Total	\$1,900		

Summary:

Pressure Reducing Valves (PRVs) help with the water distribution pressures throughout the City's water network. Installation of the valves will create additional pressure zones and reduce the wear on the water mains and resident's household plumbing.

2024 - Nil

2025 - PRVs 10 & 15 which are 50%/50% City and developer cost shared and PRVs 11 & 12 which are 25% City cost and 75% Developer cost.

2026 - Nil

Background:

As the City develops, there has been changes to the water pressure in areas. The PRVs are being installed to help alleviate the water pressures in some areas by creating another pressure zone.

Risks:

- With the higher water pressures, there is more wear and tear to City water mains if the pressure is not controlled.
- Low or limited water pressure for residents, businesses & City operations
- Water not available for emergency use

Stakeholder Impact:

- Residents: The installation of the PRVs helps keep water pressure consistent.

Developer New - Municipal

New Growth Parks

Asset Category:	Developer – Parks and Open Spaces	
Timeline:	Ongoing	
	Cost (in thousands of dollars)	Operating Impact (in thousands of dollars)
2024	-	-
2025	-	-
2026	\$97	-
Summary:		
<p>This project involves providing landscaping and structural site amenities (i.e., playgrounds, trails, etc.) in neighborhood parks within newly developing areas. Park spaces are developed as required by growth. Developers pay the City of Spruce Grove a development charge which will fund the work and developers are responsible for site grading and seeding of the park areas.</p> <p>2024 - Nil</p> <p>2025 - Nil</p> <p>2026 - Parks Portfolio (not predetermined)</p>		
Background:		
<p>The growth of the City will dictate the need for new growth parks.</p>		
Risks:		
<ul style="list-style-type: none"> • The economic situation within the region can fluctuate which can delay the signing of development agreements and the resulting collection of development charges. • Cost overage for park amenities. 		
Stakeholder Impact:		
<ul style="list-style-type: none"> • Residents: Public will enjoy parks within their areas. • Administration: Attracts development as infrastructure is constructed for residents' use. 		

Developer New - Utilities

Pressure Reducing Valves

Asset Category:	Developer and Utilities		
Timeline:	2025		
	Cost (in thousands of dollars)		Operating Impact (in thousands of dollars)
	Developer	Utilities	
2024	-	-	-
2025	\$425	\$275	-
2026	-	-	-
Previous Years	\$1,200		-
Total	\$1,900		
Summary:			
<p>Pressure Reducing Valves (PRVs) help with the water distribution pressures throughout the City's water network. Installation of the valves will create additional pressure zones and reduce the wear on the water mains and resident's household plumbing.</p> <p>2024 - Nil</p> <p>2025 - PRVs 10 & 15 which are 50%/50% City and developer cost shared and PRVs 11 & 12 which are 25% City cost and 75% Developer cost.</p> <p>2026 - Nil</p>			
Background:			
<p>As the City develops, there has been changes to the water pressure in areas. The PRVs are being installed to help alleviate the water pressures in some areas by creating another pressure zone.</p>			
Risks:			
<ul style="list-style-type: none"> • With the higher water pressures, there is more wear and tear to City water mains if the pressure is not controlled. • Low or limited water pressure for residents, businesses & City operations • Water not available for emergency use 			
Stakeholder Impact:			
<ul style="list-style-type: none"> • Residents: The installation of the PRVs helps keep water pressure consistent. 			

Appendix C: Below the Line Business Cases

During the corporate planning process, the Corporate Leadership Team reviews and prioritizes business cases. Business cases that are not recommended by Administration for inclusion in Budget 2024 follow below. Business cases may not be recommended for a variety of reasons. For instance, other businesses cases were deemed a higher priority and reflect a greater business need for the community or organization, the business case may have been replaced by another initiative, or the business need can be satisfied through internal processes and resources.

Function	Business Case Name	FTE	Budget (\$000)		
			2024	2025	2026
General Government	Procurement Specialist	1.0	62	89	96
Community Services	Recreation Facilities Maintenance Worker	0.8	64	67	68
Transportation and Roadway Services	Heavy Equipment Technician	1.0	82	114	116
	Administrative Assistant (Public Works)	1.0	51	70	71

General Government

Procurement Specialist (Full Time, Permanent)

Department:	Business Advisory Services
Cost:	\$89,000 ongoing cost per year
Start Date	April 2024
Completion Date:	n/a
Description:	
<p>There is a need to support the organization with a dedicated procurement resource as part of the City's procurement program. The City is responding to more complex needs in the residential, commercial and industrial communities which impacts many areas of activity including procurement. There are also increasing reporting requirements from other levels of government as part of the compliance requirements of the various trade legislation.</p> <p>A governance framework and specific operational supports are required to provide more robust services regarding procurement activities in the organization as well as capitalize on opportunities, mitigate identified risks and maintain compliance with legislation.</p>	
Business Need:	
<p>A 2019 review of procurement practices identified that the City is currently not meeting expected internal service levels with respect to procurement. Recommendations identified structural, policy/procedure, process, and culture/training factors that needed improvement to respond to service requirements. Establishing an enterprise-wide procurement program with a framework and resources to champion and guide it was identified as critical to responding to the business needs of a growing and maturing organization.</p>	

Appendix C: Below the Line Business Cases

The organization is responding to more complex needs in the residential, commercial and industrial communities which impacts many areas including procurement. The City is currently operating at an immature level and is primarily reactive in its procurement practices. Currently capacity does not exist to fully support the business needs of the organization and the risk exposure as a result is identified as high.

Risks identified included, legal, financial, information, and process related risks.

Opportunities for increased efficiency and financial savings are also not being maximized due to lack of capacity and maturity. These include standardized approaches, group buying, and establishing preferred vendors. Key initial activities in the development of an enterprise-wide program include:

- Determine organizational approach to procurement (decentralized / centralized model)
- Update resources (templates) based on business need and current legislation
- Support policy implementation
- Provide support to program areas undertaking procurement
- Support reporting requirements set out in trade legislation
- Mitigate risk exposure with dedicated expertise

Options:

The organization has been dependent on contracted services to support procurement, internal expertise with limited capacity and a draw on external legal advice.

Resources and a self-serve tool kit for procurement have been developed and deployed to support staff with procurement duties. Staff will be pointed to the tool kit and will continue to use external procurement expertise to ensure compliance with the sustainable procurement policy. \$35,000/year to provide the organization access procurement expertise has also been budgeted. An additional \$30,000-40,000 could be added to provide base training on the tool kit, best practices and continue to build out resources that would support sustainable procurement.

Impact if Not Implemented:

Procurement practices in effect today will remain at an immature level, services levels may not be met, and risks may increase as procurement levels and complexity increases with a growing community.

Strategic Plan Alignment:

n/a

Community Services

Recreation Facilities Maintenance Worker (Part Time, Permanent)

Department:	Recreation and Culture
Cost:	\$67,000 ongoing cost per year
Start Date	April 2024
Completion Date:	n/a
Description:	The recreation facility operations permanent staff complement has not changed since 2016 when a full time employee was added with the opening of the Border Paving Athletic Center (BPAC). Since this time, several additional corporate expectations have been added to the day-to-day operations, such as increased occupational health and safety requirements, asset management as well as the addition of the Jubilee Spray Park operation.
Business Need:	This position is needed to ensure quality customer experiences, efficient use of facilities, collaboration with Fleet and Facilities, and Asset Management, and increased focus on occupational health and safety requirements.
Options:	Continue to operate without an additional staffing resource. Reassess the need as planning for the opening of the Civic Center.
Impact if Not Implemented:	Occupational health and safety requirements will be addressed through existing resources. Collaboration with Fleet and Facilities and Asset Management will occur with existing resources as time permits.
Strategic Plan Alignment:	Goal 12, Objective d, Action 2: Ensure City buildings, roads and utilities are well managed and maintained, meeting the needs of residents today and tomorrow.

Transportation and Roadway Services

Heavy Equipment Technician (Full Time, Permanent)

Department:	Fleet and Facilities
Cost:	\$114,000 ongoing cost per year
Start Date	April 2024
Completion Date:	n/a
Description:	<p>Fleet Management is accountable for the development, implementation, provision and operation of the licensed motor vehicle, and equipment fleet owned by the City of Spruce Grove. The department is responsible for the daily development of policies, improvement programs, maintenance, acquisition/ disposal, and allotment of City vehicles and equipment as they relate to the continuous operation of a fleet of over 500 vehicles and equipment.</p> <p>There is a lack of technician resources to service the fleet.</p>
Business Need:	<p>Preventative maintenance of vehicles and equipment ensures reliability of the asset, reductions in cost of ownership, optimized safety for the operator and compliance to regulations and occupational health and safety legislation.</p> <p>A Heavy Equipment Technician is required due to an increase to the preventative maintenance program required under the occupational health and safety legislation, and an increased fleet size realized over the past few years.</p>
Options:	<p>Continue to operate without an additional staffing resource. Greater utilization of Spruce Grove Fire Services technicians. Outsourcing to contractors.</p>
Impact if Not Implemented:	<p>Increased maintenance budget may be realized.</p> <p>SGFS ambulance service may be impacted with greater utilization of Fire Services technicians.</p> <p>Outsourcing will require resources for procuring and paying for services.</p> <p>Usage of external contractors could result in a parts cost increase.</p> <p>Increased downtime may be realized as work to be completed cannot be performed in a timely manner due to workload constraints.</p> <p>Department service levels may be impacted.</p>
Strategic Plan Alignment:	n/a

Administrative Assistant (Full Time, Permanent)

Department:	Public Works
Cost:	\$70,000 ongoing cost per year
Start Date	April 2024
Completion Date:	n/a
Description:	This business case is to provide for one new full time permanent Administrative Assistant position in 2024 to ensure staff can consistently manage and address operational needs as well as the increase in customer service needs.
Business Need:	<p>Currently, Public Works is unable to provide timely effective customer service to both internal and external customers. To enable Public Works to achieve the desired levels of customer service, adequate staffing is required. Current staffing levels along with other staff activities occasionally requires administrative staff to work alone. With the evolving social environment, nature of some in person interactions and phone calls, this is a growing safety issue.</p> <p>This position would be responsible to provide customer service and administrative support to the Director and Supervisors of Public Works as well as perform administrative data entry. This Administrative Assistant position will allow for improved value-added tasks such as employee mentoring and department documentation.</p>
Options:	<p>Redistribution of work loads with other administrative work groups.</p> <p>Hire from a pool of temporary casual workers.</p>
Impact if Not Implemented:	<p>Insufficient staffing has the potential to create morale issues, as well as potential burnout among the current administrative staff.</p> <p>Customer complaints may become more prevalent as time limitations to address concerns may result in upset customers.</p>
Strategic Plan Alignment:	n/a

Appendix D: Financial Policies

The City of Spruce Grove has financial policies in place to govern Administration ensuring a fiscally sustainable city. These policies are the foundation that governs sustainability of resources and ensures consistent application across departments, while delivering programs and services to the community. The City is compliant with all existing financial policies. The City is also in the initial stages of developing a Fiscal Sustainability framework that will also support the fiscal sustainability of the City.

Policy Name	Policy Purpose
Accounting Policy (Council Policy)	This policy specifies generally accepted accounting principles that apply to the preparation of the City's financial statements. (Rescinded December 2022. Governed by the Public Sector Accounting Standards (PSAS))
Asset Management Policy (Council Policy)	This policy supports the holistic management of the City's assets across their entire lifecycle in a safe, sustainable, legal and environmentally compliant manner.
Debt Management Policy (Council Policy)	The policy establishes parameters for the utilization of debt as a financing tool for capital projects, while considering the associated inherent financing costs.
Inventory Policy (Administrative Policy)	City inventory is required to be counted and costed annually. The policy establishes inventory thresholds for the count to present an accurate picture of the City's assets, while balancing the costs of undertaking the count.
Tangible Capital Asset Policy (Administrative Policy)	The policy provides direction on the recognition, recording and reporting of Tangible Capital Assets in accordance with Public Sector Accounting Standards (PSAS).
One-Time Revenue Policy (Council Policy)	One-time revenues of \$100,000 or more may only be used to acquire Tangible Capital Assets or fund one-time projects as noted in this policy.
Property Tax Distribution Policy (Council Policy)	This policy supports equity and transparency in the distribution of property taxes between ratepayers, while taking market value fluctuations and growth in property assessment into consideration.
Reserves and Accumulated Surplus Policy (Council Policy)	The policy establishes responsibilities and authorities related to the management of Reserves and Accumulated Surplus management.
Unpredictable Revenue Policy (Council Policy)	The policy ensures the effect of significant variations in revenue is considered when evaluating the City's financial outlook and ability to operate programs.

Appendix E: Summary of Changes

Summary of changes between interim and adopted budget (to be added after the Spring Budget Adjustment in 2024)

Glossary

Term	Definition*
Assessment	The process of placing a dollar value on properties for taxation purposes. The value of the assessment determines the amount of taxes that will be charged to the owner of the property.
Asset	Any item, thing or entity that has potential or actual value to the organization.
Balanced Budget	A budget in which total expected revenues are equal to the total planned expenses.
Base Budget	The portion of the budget identified to fund ongoing operating costs.
Budget	An estimate of income/funding sources and expenditures for a set period of time.
Business Case	Document used to justify a proposed operating or staffing project or undertaking on the basis of its expected benefit.
Capital Asset	Property, such as land, buildings, and equipment, held by the City of Spruce Grove.
Capital Expenditure	Money spent on acquiring or enhancing fixed assets, such as land, buildings, and equipment.
Capital Profile	Document used to justify a proposed capital project or undertaking on the basis of its expected benefit.
City	The municipal corporation of the City of Spruce Grove in the Province of Alberta
Debt	Money that is borrowed and must be repaid.
Expenditure	Money spent by a business or organization.
Expense	A sum spent for goods or services.
Forecast	A prediction or estimate of a financial trend.
Franchise Fees	A franchise fee is a fee or charge that one party, known as the franchisee, pays another party, known as the franchisor, for the right to enter in a franchise agreement.
Full Time Equivalent (FTE)	A measure of the number of permanent positions reflecting the required work for each position compared to the standard hours for the position.
Function	Related actions contributing to a larger action.
Grant	A sum of money given by a government or other organization for a particular purpose but for which no goods or services are exchanged for the money.
Infrastructure	The basic physical and organizational structures and facilities (e.g. buildings, roads, power supplies) needed for the operation of a society or enterprise.

Glossary

Term	Definition*
Interim Budget	Budget initially adopted by Council for the next calendar year. The budget is in effect until the finalized annual budget is adopted in early Spring of the following year.
Liability	Something a person or company owes, usually a sum of money.
Modified Accrual Method	A combination of cash basis and full accrual basis accounting. Revenues are recognized when they are both measurable and available. Expenditures are recorded when liabilities are incurred.
Municipal Government Act (MGA)	The legislation regulating how municipalities operate, how they are funded and how local governments should govern and plan for growth.
Non-residential	Properties that are not intended for residential occupancy and are intended for institutional, commercial, or industrial uses.
Off-site Levy	Levy imposed pursuant to the Off-Site Levy Bylaw.
One-time Revenue	Non-recurring revenue exceeding \$100,000; typically from the disposal of tangible assets, unanticipated new revenue, infrequent revenue from land development and non-recurring grants.
Property Assessment	Means the value of property as determined through annual assessment by the City Assessor for purposes of determining property taxation.
Real Assessment Growth	The assessment change that results from physical changes to properties in a municipality (i.e., construction, renovation, or demolition of properties; subdivision development; or other physical changes to properties). New development will add assessment to a municipality's total assessment base.
Reserve Fund	Funds that are restricted within accumulated surplus for designated requirements.
Revenue	Amounts constituting the City of Spruce Grove's income.
Revised 2023 Budget	The final budget adopted by Council for the 2023 year with adjustments to ensure comparability to the three years of the Corporate Plan.
Surplus	An amount remaining if the revenue exceeds expenses.
Tax Rate	A percentage of assessed value at which each property is taxed in a municipality.
User Fees	A sum of money paid as a necessary condition to gain access to a particular service.
Utility	Entity supplying the community with water, sanitary sewer, stormwater and solid waste services.

* Note: Definitions included are as defined in Council or Administration policies where applicable.



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